

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review **Projects and Programmes**
Project title *Spotlight Initiative to Eliminate Family Violence with focus on Violence Against Women and Girls, in Jamaica*
Project reference -
EU Delegation in charge *Jamaica*

Key information				
Domain (instrument)	Region – Caribbean			
DAC Sector	Human and Social Development: « Gender Equality »			
Zone Benefitting from the Action	Country - Jamaica			
Type of Project/Programme	Geographic			
Geographic Implementation	Single country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	US\$6,600,000. (Phase I)			
Project Implementation Dates	Start Date	1 January 2020	End Date	31 December 2022
ROM expert(s) name(s)	Deborah Duperly-Pinks			
Field phase	Start Date	17 November 2021	End Date	22 December 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	2	NA
Partner country government	12	3
UN agencies includes RC	21	8
CSO reference group	0	4
Implementing partners	9	3
Final Beneficiaries	8	2
Other: KII-Consultants', Survey: Spotlight Coordination team (SCT)	6	1

Key documents ¹	Number
Essential documents	12
Other documents	40

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

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

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

The purpose of this mid-term assessment (MTA) of the Jamaica Spotlight Initiative is to assess the performance of the country programme in achieving its objectives and in implementing the new ways of working towards the Sustainable Development Goals (SDGs). The timing of the MTA coincides with the completion of Phase I of the programme.

The specific objectives of the MTA are: i) to assess the relevance, effectiveness, efficiency, and sustainability of the country programme based on the set of evaluative questions defined under the methodology agreed upon for the evaluation; and ii) to formulate relevant recommendations aimed at improving subsequent implementation of the programme’s interventions.

As per the Terms of Reference, the MTA uses the Results Oriented Monitoring (ROM) methodology of the European Union (EU), which ensures that the results are comparable (across countries) and easy to interpret. However, the questions to be answered for the evaluation 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 correspond to the main headings of the report.

Consistent with the ROM methodology, the following criteria are used 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.
Unable to assess	MTA questions could not be answered because relevant performance monitoring data were not available

The Spotlight Initiative in Jamaica takes place within a society that has been shaped by the Caribbean inheritances – a society in which race and gender are key determinants of access to economic power and social mobility. Democratic institutions, the right to freedom of expression and assembly are widely accepted and deeply rooted in cultural norms and practices. Jamaica though known for the creativity of its people and the alluring beauty of its landscape has struggled with rural underdevelopment, rapid urbanization and high rates of unemployment that has contributed to a volatile society besieged by high incidents of violent crimes especially murder and rape of women and girls.

The Spotlight Initiative in Jamaica seeks to counteract the normalization of violence against women and girls (VAWG) with a special focus on three key priority areas within family violence against women and

girls: i) child sexual abuse, ii) intimate partner violence, and iii) discrimination against vulnerable groups. The programme is national in scope and the targeted interventions take place in four selected Parishes in Jamaica, three of which are predominately rural: Kingston & St. Andrew, (Kingston Metropolitan Area), St. Thomas, Clarendon, and Westmoreland. The four Parishes together constitute 41% of Jamaica's total population, enabling potential impact at scale at the national level. According to the Country Programme Document (CPD), the programme's implementation is expected to last a maximum of three years, from January 1, 2020, to December 31, 2022, directly benefitting 640,965 adolescent girls, women in rural area, women with low socio-economic status, as well as members of underserved groups, including persons with disabilities, living with HIV, or LGBTQI+ and 2,723,667 indirectly².

Four Recipient United Nations (UN) Organisations (RUNOs), UN Women, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) are working with the Government of Jamaica and civil society organisations (CSOs) to implement the programme. A wide range of government agencies and sub-agencies play a leading role in the various pillars.

The Prime Minister of Jamaica, representatives of the EU and the UN, along with other dignitaries attended and endorsed the programme at the official launch held on March 9th, 2020. Very soon after, the first COVID-19 cases were identified in the country, which was subsequently placed under island-wide curfew on March 16th, 2020. Despite the fact that some of its activities had already started under the six pillars, COVID-19 measures negatively impacted the implementation of the Spotlight Initiative. In response, a COVID-19 reprogramming document was jointly developed by the RUNOs, with inputs from the Interim Civil Society Reference Group (CSRG), and formally approved by the EU on July 4th, 2020. It included specific COVID-19 related activities, required resources, (re)allocations and revised timelines for the implementation of activities affected by the onset of the pandemic.

Methodological approach used for the MTA

The MTA involved a combination of three methodological approaches: i) qualitative data collection which included key informant interviews (KIIs) and focus group discussions (FGDs); ii) an online survey; and iii) a desk review.

For the qualitative data collection, information was collected through 17 virtual KIIs conducted via zoom with stakeholders from 27 organisational settings comprising:

- government institutions (3)
- CSOs (12)
- the Spotlight Coordination Team (SCT) and the RUNOs (5)
- the EU delegation (1)
- Individual Consultants (6)

A total of 44 key informants participated in the KIIs, consisting of 34 females (77%) and ten males (23%), with multiple respondents participating in most of the sessions.

The three FGDs that took place involved stakeholders from the following groups:

- beneficiaries/parents
- beneficiaries/ grassroot groups

² Spotlight Initiative. *To Eliminate Violence Against Women and Girls*. Jamaica Country Programme Document. 2019.
Page. 4

- representatives of the Jamaica Constabulary Force (JCF) Domestic Violence Intervention Centres (DVICs) from 5 geographic locations.

Two of the three FGDs were in-person with participants representing Kingston, St. Andrew, and St. Thomas parishes. The third one was virtual and involved participants from five Parishes: Clarendon, Westmoreland, St. Ann, St. Mary, and St. Elizabeth.

The online survey was circulated to a number of entities and individuals considered key stakeholders of the Jamaica Spotlight Initiative. In total, 21 of the recipients responded to the survey (18 females or 86% and three males or 14%). The RUNOs group had the greatest representation (38%). Respondents from Government departments, implementing partners (IPs) and the Civil Society National Reference Group (CSNRG) were next, with about 14% each. This included one national level government partner, which is useful given their overall under-representation in the KIIs; and the responses of the 3 members of the CSRG are also important as they did not participate in the KIIs, although invited.

The desk review covered foundational and background programme documents, Inception and Steering Committee reports, Research study reports, Monitoring and Quarterly reports (RUNOs, IPs), amongst others.

Limitations and measures taken:

Timing of the MTA: The assessment process in Jamaica, started at the end of October 2021. The fieldwork data collection phase commenced on November 19, 2021 but was negatively affected by two main factors: 1) the 16 Days of Activism (November 25 – December 10, 2021) where most of the IPs and RUNOs were unavailable due to many events; and 2) the Christmas holiday season, closely observed by the population, with early closures of several government and private sector entities. This resulted in scheduling difficulties for interviews, with some cancellations and/or last-minute no-shows, especially closer to the actual holidays. Multiple reminders were sent and even on the interview dates. Efforts were made to send questions via email to those KIIs who communicated but were unable to provide a convenient date; however, the response rate was low. Five FGDs were planned, with only three being held. National level government KIIs were the category least responsive, and most absent from fieldwork. Of the six identified national entities, only two interviews were eventually held, thus proving only a limited view from government partners. However, it is worth noting that participants in the FGD conducted with the DVIC are in fact government staffers at an operational level.

Data collection limitations: Qualitative information was the largest contributor to overall data, and was obtained through the KIIs, the FGDs, and the observation of some online events. The desk review, while useful in terms of programmatic and background information, mostly provided a 2020 view. Interesting, but less rigorous, were the current “on-the-ground” reporting mechanisms. No annual report for 2021 was available, as this was not due until March 2022, but despite the inconsistencies noted, the monitoring and quarterly reports provided some data, though fragmented at times and primarily anecdotal in nature. Informants from the RUNOs, and from some IPs (which tend to be larger CSOs), provided the most substantive data, and evidence of progress in achieving the outputs.

Regarding the M&E data, no current quantitative data were available for review at the time of the MTA, thus limiting the ability to provide a full picture of progress against baselines, targets, and milestones. Once the certified performance monitoring data 2021 will be made available by the Spotlight Initiative Secretariat the assessment of the programme’s progress in achieving its expected results will be updated.

As for expenditure data, these are submitted directly by RUNOs' headquarters to the Multi-Partner Trust Fund (MPTF) platform. This meant that a financial analysis of the respective outcomes was not feasible. Finally, the online survey data turned out to be of limited use.

Overall, the lack of available quantitative data is seen as a major limitation to the assessment, and therefore, this MTA is largely a qualitative exercise.

Overall Assessment Comment: The Jamaica Spotlight Initiative is an ambitious, large scale and multi-layered approach to the issue of family violence with a focus on VAWG. Accordingly, it operates at many levels and within many dimensions. The programme's overall Theory of Change (ToC) articulates an innovative framework. It strives to be, and partially succeeds, as active, interventionist, participatory, and integrative. The outcomes are tied to agencies, organisations, and individuals, and how their levels of engagement and actions, in an ongoing manner, will impact the ecosystem in which they are operating. However, the programme is faced with the paradox that the agents of change, are also the focus of change (see elaborated further in the report).

Unsurprisingly, at the higher levels (government agencies), work is set within a normal space and pace of activities, often working with limited human or other resources. At the intermediate levels (RUNOs, larger CSOs and IPs) there is rigour, activism, and sustained work ethic, but also challenges in terms of coordination and capabilities. Overall, there is a lot of training and sensitising, for both the intermediate and the lower levels of the smallest or more grassroots CSOs, but with variable chances of sustainability, tied to capacities as well as resources.

For all levels, the challenge of attaining higher level outcomes remains. If, however, the Jamaica Spotlight Initiative is viewed along a continuum, then indeed the work is making significant contributions towards the reduction of family violence and VAWG and making visible the areas that require more attention within the programme, and beyond. Going forward, more specific and precise focus to address the realities 'on-the-ground', as well as for those groups indicated as 'left behind' are needed. In addition, improved coordination at the implementation level, and more targeted support for sustainability must be considered as priorities.

B. RELEVANCE

1. Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Holistically, the Jamaica Spotlight Initiative sought to integrate and embody the UN guiding principles into the design of the programme. The conceptualization and subsequent design utilized an in-depth consultative approach, coupled with a literature review of the key issues around family violence and VAWG in Jamaica. The Jamaica 2016 Women’s Health Survey³ was used as the foundational data source. The National Strategic Action Plan to Eliminate Gender Based Violence in Jamaica 2017-2027 (NSAP-GBV) implemented under Jamaica’s Bureau of Gender Affairs (BGA) provided the necessary information on main gaps and issues and served as the key document to inform the development of prevention and other strategies⁴, and responses. The Spotlight Initiative sought to address Family Violence with a particular emphasis on VAWG as the key focus area in the Caribbean region.

Evident in the Jamaica programme’s Inception Report, the UN Resident Coordinator’s Office (RCO) led the conceptualization process with extensive meetings across the UN Agencies which were required to make submissions, based on their areas of expertise. The EU was involved in the conceptualization process and several consultations were also held with high-level government ministries and agencies, as well as with CSOs working in GBV and VAWG.

Conceptually, the design took a gender responsive and transformative approach, which was most evident in the several manuals developed, and in the planned activities – the training, sensitization, and in some instances, deeper discussions around the roots of gender inequalities, and the roles society ascribes to men and women.

At the activities level, the principle of “do no harm” was not always seen to be applied during implementation by focus group participants. However, it can be seen as not intentional, but rather as a case of emerging issues, some specific to the context. Across the three FGDs, respondents provided examples of cases in which this principle was not fully respected in practice:

“Though a professional was present at the sexual harassment training, the person was ill-prepared to handle the high emotions. The high rate of sexual violence amongst household helpers was not anticipated and better preparation is required in the follow-up session to mitigate against any psychological harm caused”.

In Pillar 4, the “Survivor-Centered” approach is at the core of the work of this pillar. It is meant to contribute to GBV response for the health, police, justice, and social service sector. This is evidenced in all the draft policy documents and the training being conducted. Good work was also seen at the activity level, particularly in the VAWG video documentary “Courage to Speak” developed under Pillar 5, where survivors spoke out about how they got help. Survivor inputs generated through the various trainings,

³ Jamaica: 2016 Women’s Health Survey. The Statistical Institute of Jamaica (STATIN), the Inter-American Development Bank (IDB) and UN Women. 2018

⁴ The NSAP-GBV focuses on five interlinked priority areas: prevention, protection (psychosocial & health), investigation, prosecution, & enforcement (victims’ rights, reparations & redress), and protocols for coordination of the NSAP, and data management systems.

discussions, and consultations have been incorporated into various handouts, informational materials, and products.

Informants complained about the lack of resources to ensure that these principles of “do no harm” and “survivor-centred approach” were consistently applied. One KI from an established IP lamented that there was “insufficient funding for psycho-social care and support for survivors”. Other KIs noted the additional costs often associated with “victims healing” were not supported by the programme, or some governmental entities, which often leaves the victim without access to ongoing counselling, which was one example given. It was noted, however, that UNICEF is making efforts to involve survivors in planned activities.

The principle of “leaving no one behind” generated the most discussion amongst KIs and FGD respondents from all the different stakeholders' groups. One observation that, above all others, generated undisputed agreement, can be summed up this way: *“Men and boys – if any group, are being left behind in the programme”*. Many examples were provided, including boy victims of physical and sexual abuse, male abusers who require interventions and services to help stop repeated cycles of violence with other women, and the overall need to engage boys and men in the different activities: *“men are not in the room!”*.

Additionally, some informants complained that the use of the word “gender” in promoting an intervention was a barrier to boys' and men's participation, as it left them with the feeling that the programme was focused only on women and girls, leading them to self-disqualify.

Consensus across all the groups noted, that while it was clear that women and girls suffer more GBV, and that there was a need to challenge patriarchal ideas, but that this could not be done with women alone, even though the Spotlight Initiative has an explicit focus on VAWG. National conversations were suggested, and the need for a more balanced approach in the Spotlight programme, as there seemed to be an overarching and “loud” emphasis and messaging on women and girls.

Other groups perceived to be left behind, in order of number of times cited included: the LGBTQI+ community; children and people with disabilities (including with mental health issues); rural women; sex workers; unattached and out of school youth; and boys and girls in government homes, or other places of safety. Some informants from the RUNOs disagreed with the view that the LGBTQI+ are left behind and argued that the Spotlight Initiative has placed a strong emphasis on these groups, but the extent of the programme’s engagement from a sustainability point of view, remains a question. In relation to children with disabilities, it was noted by some CSOs that while content is accessible, none of the schools selected were “special education” schools, and, if possible, this gap could be addressed in the next phase.

Key findings:

- For the most part the programme design is well aligned to the Spotlight Initiative principles as listed in the Spotlight Initiative Fund TORs and aligns well with the SDGs. A majority of the stakeholders interviewed or surveyed for the MTA have confirmed this assessment.
- Some gaps and limitations are perceived in the implementation of some of the programme’s activities particularly as it pertains to key groups being “left behind”, as is the case with boys and men that are seen as not being sufficiently engaged, and also with children and people with disabilities, and the LGBTQI+ community.

Recommendations:

- For the next phase, there is a need to consider more nuanced and targeted efforts to increase the involvement of those perceived to be “left behind” by the programme. For example, some new, male-

only activities could be added to the different pillars, with the aim of engaging and encouraging the participation of men and boys. (RUNOs)

- Design a number of interventions under the relevant pillar, that would target, among others, groups such as special education students and sex workers. Similarly, some measures could be taken to expand the pool of funding available for grants to smaller-scale organisations that cater to rural women. (RUNOs)

2A. Are the Initiative’s deliverables aligned with the UN agencies’ mandate, priorities, and expertise? Are the right UN agencies involved? 2B. Are programmes implemented in line with the UN System reform?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

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

The Spotlight Initiative dovetailed well with the new UN approach, both converging around the same period. The Spotlight Initiative nudged the agencies toward greater consultation and coordination while still recognising their own identity and building the foundations of a collaborative problem solving and solutions-thinking approach. This mindset was evident during the design phase. However, collaboration and coordination problems are believed to be affecting the programme’s implementation to some extent, according to some stakeholders.

From the RUNOs' perspective, some key informants spoke of occasional “tensions” amongst the agencies with respect to technical coherence, some jostling about core expertise versus leadership roles or about perceived or potential overlaps and duplications in some of their interventions. Being conscious of the “One UN” approach, efforts were made amongst the RUNOs to address those tensions, and strive toward alignment as opposed to overlap, even while recognizing that at the micro community levels, some overlaps would naturally occur.

As described in the Country Programme Document (CPD) and corroborated by the KIIs there is consensus that the RUNOs' expertise was appropriately matched to their lead and supportive roles across the six pillars as well as with sufficient capacity. As explained in Section A, the four RUNOs involved in delivering the Spotlight Initiative in Jamaica are UN Women, UNICEF, UNDP, and UNFPA, across the six pillars. In all but Pillar 6, the lead agencies receive support from other RUNOs best suited in terms of their core mandates.

Table 2. Priorities of the four RUNOs

RUNOs	Expertise, Priorities and Responsibilities in Jamaica’s Spotlight Programme
UN Women	<p><u>Mandate, expertise, and priorities</u></p> <ul style="list-style-type: none"> • Supports member states’ efforts to promote women’s equal participation in all aspects of life, especially in regard to: governance, access to economic opportunities and benefits; the ability of living a life free of all forms of violence; and the possibility of contributing to and benefitting from sustainable interventions aimed at preventing natural, humanitarian and conflict-induced disasters. <p><u>Role and responsibilities in Jamaica’s Spotlight programme</u></p> <ul style="list-style-type: none"> • UN Women serves as the programme’s Technical Coherence Lead.

	<ul style="list-style-type: none"> • Responsible for Pillars 5 and 6. • <u>Pillar 5</u> areas of focus: 1) Establish minimum standards/protocols for the management of administrative data on violence against women and girls. 2) Expand the Jamaica Crime Observatory System (JCO) to include data on IPV, girl-child sexual abuse /other groups facing multiple and intersecting forms of discrimination. 3) Harmonise administrative data on family violence, across different agencies. 4) Strengthen capacity of civil society organisations and government to collect data related to family violence, in line with international and regional standards to inform laws, policies and programmes. • <u>Pillar 6</u> areas of focus: 1) Support women’s organisations and CSOs in capacity building in programme design and monitoring and evaluation. 2) Facilitate spaces for multigenerational dialogue between young and older, men and women; 3) Enhance coordination, networking, joint dialogues and advocacy among civil society, government, women parliamentarians, and other stakeholders on family violence. 4) Support the formulation and execution of advocacy campaigns around legislation, policy and service delivery related to VAWG and family violence. 5) Support engaging knowledge leaders and industry experts in the private sector to support CSO strategy building and capacity strengthening. • UN Women works with UNICEF, UNDP, PAHO and UNFPA to implement these activities.
UNDP	<p><u>Mandate, expertise, and priorities</u></p> <ul style="list-style-type: none"> • UNDP’s work towards its overarching mandate of promoting sustainable human development focuses on four main areas: poverty reduction, democratic governance, environment and energy, and crisis prevention and recovery. Gender equality and ending all discrimination against women and girls is an integral part of UNDP’s work for a sustainable future. <p><u>Role and responsibilities in Jamaica’s Spotlight programme</u></p> <ul style="list-style-type: none"> • Responsible for Pillar 1 and Pillar 2. • <u>Pillar 1</u> areas of focus: 1) Support advocacy to incorporate approved policy positions to address VAWG and family violence into local legislations. 2) Review and update the 2011 National Policy on Gender Equality to ensure alignment with the NSAP-GBV. 3) Build capacity of civil society organisations (CSOs) to participate in legal reform related to VAWG and Family Violence (FV). 4) Support the establishment of a Parliamentary Caucus on VAWG, including family violence • <u>Pillar 2</u> areas of focus: 1) Support to operationalise, monitor and institutionalise the National Plan of Action for an Integrated Response to Children and Violence (NPAIRCV) and the National Strategic Action Plan on GBV (NSAP-GBV). 2) Strengthen the Bureau of Gender Affairs to enhance its capacity to carry out its mandate to advance gender equality. 3) Support the development of a Local Sustainable Development Plan (LSDP) for each of the participating parishes to mainstream and integrate family violence. 4) Partner with the Jamaica Social Investment Fund (JSIF) and the Social Intervention Committee of Zones of Special Operations (ZOSO) to integrate VAWG prevention and response in social interventions in the special zones as part of citizen security programming. • Works closely with UN Women, UNFPA, UNAIDS and PAHO to deliver these activities.
UNFPA	<p><u>Mandate, expertise, and priorities</u></p> <ul style="list-style-type: none"> • UNFPA works to promote universal access to quality, integrated sexual and reproductive health services with a special focus on comprehensive sexuality education and youth empowerment. Preventing and responding to gender-based violence, eliminating harmful practices, and engaging men and boys in advancing gender equality are at the core of UNFPA’s objective of achieving sexual and reproductive health rights for all through a gender transformative framework.

Role and responsibilities in Jamaica’s Spotlight programme

- Responsible for **Pillar 4**. Areas of focus: 1) Harmonise guidelines and tools on integrated quality essential services package on intimate partner violence, child sexual abuse and other intersecting forms of discrimination. 2) Develop capacity of frontline services providers, civil society organisations, community structures and strengthen coordinated referral and reporting systems. 3) Support the establishment and operationalisation of GBV networks in each parish to respond to the unique needs of women and girls, particularly pregnant women, teenage mothers, cohabitating adolescent girls, women and girls with disabilities, women living with HIV and LGBTIQ+.. 4) Create awareness on available services and information to promote utilisation of services specifically among underserved communities.
- Works closely with UN Women, UNICEF, and UNDP, as well as UNAIDS and PAHO as associated agencies to deliver these activities.

UNICEF

Mandate, expertise, and priorities

- UNICEF’s mandate is to protect children's rights and ensure that their basic needs are met in a way that they can reach their full potential. UNICEF also focuses on: i) protecting children, especially the most vulnerable ones against all forms of violence and exploitation; ii) and promoting the equal rights of women and girls as well as their full participation in all walks of life.

Role and responsibilities in Jamaica’s Spotlight programme

- Responsible for **Pillar 3**. Areas of focus: 1) Targeted Community actions aimed at promoting positive gender norms, respect for women and girls and conflict resolution skills within families and communities 2) Undertake multimedia social and behavioural change campaigns complemented by community mobilisation interventions to change social and gender norms that perpetuate family violence. 3) Engagement of parents through multi-faceted gender-responsive parenting support interventions to prevent family violence (addressing GBV and child sexual abuse), with special attention to families of children with disabilities.
- Works closely with UN Women, UNAIDS, UNFPA, UNESCO and PAHO to deliver these activities.

Despite their formal involvement in the implementation of the programme, the supporting role played by the three other agencies PAHO, UNESCO, and UNAIDS in two of the pillars is not really known by non-RUNO stakeholders, according to the information obtained from the KIIs. [Table 3](#) below illustrates the lead and support agencies for each pillar, as well as describing the pillar focus area.

Table 3. Agreed Division of Labour for the Spotlight Initiative

Outcome / Pillar	Lead Agency	Focus of activities	Participating Agencies	Percentage of budget
1. Laws & Policies	UNDP	Support i) new, updated or amended legislation about sexual offences, domestic violence and child care and protection; ii) parliamentary caucus on VAWG/ FV; and iii) update to the policy and alignment with the national strategy to eliminate GBV.	UN Women, UNICEF	3%
2. Institutions	UNDP	Support and strengthen capacity of gender equality apparatus at the national, local and community levels to ensure that: i) they can play a more significant role in the elimination of family violence; ii) VAWG prevention and response are mainstreamed into all social	UN Women UNICEF UNFPA	12%

		interventions that fall under the citizen security programming.		
3. Prevention	UNICEF	Support: i) development of prevention strategy with community approach and interventions to prevent IPV and girl-child sexual abuse with attention to children with disabilities; ii) school-based interventions focusing on students and parents' engagement in life skills education (HFLE) and promotion of positive and gender sensitive social norms.	UNESCO UNFPA UN Women	32%
4. Essential Services	UNFPA	Promote i) access to quality essential services package (ESP) delivered by government and CSO partners; ii) culturally localized, relevant and appropriate packages aligned to national strategic action plans to eliminate GBV and to integrate response to children and violence ⁵ .	UNICEF PAHO UNAIDS UNDP UN Women	32%
5. Data	UN Women	Support: i) minimum standards and protocols for handling of VAWG data and inclusion of IPV and family violence data in crime surveillance systems; ii) enhancement and use of information collected by national children registry.	UNICEF	11%
6. Women's Movement	UN Women	Support: i) engagement and communication with local and grassroots organizations, and those representing groups facing discrimination; ii) partnership between private sector, civic community, and women's movement, around rights-based development; iii) expansion and scale-up of technical and substantive capacity of local and grassroots organizations working on VAWG.		10%

Are programmes implemented in line with the UN System reform?

The UN Resident Coordinator (RC) is the final decision-maker within the UN country system, responsible for oversight and overall strategic direction of the Country Programme Document (CPD). The current RC in Jamaica arrived in September 2020. At that point some funding had already been disbursed, implementation had started, and then faltered somewhat, due to the COVID-19 pandemic. Although arriving at a difficult time the RC was familiar with the UN Reform approach through previous postings, and fully aware of the role his office was to play in the Spotlight Initiative. From his perspective, the resources the Spotlight Initiative provided made the Reform process that much stronger and more impactful.

The RC acts as Co-Chair on the National Steering Committee. The RC is regularly briefed by the Spotlight Initiative Coordination team which falls under his office. He is provided briefs in terms of progress, but also of issues or areas that require his interventions. Internally, within the implementing sphere of the EU, the RUNOs, and the Spotlight Coordination team, his role is primarily that of trouble-shooter. He helps to un-block issues, or reduce tensions and problem solve between RUNOs, and/or the team, while also maintaining dialogue with the EU. A good working relationship has been established between the RUNOs and the RC. KIIs with members of the Spotlight Coordination team and the RUNOs have indicated that

⁵ Jamaica National Strategic Action Plan to Eliminate Gender-based Violence (NSAP-GBV) and the NPVAC.

the RC has also provided significant support in facilitating relationship building between the key parties. Monthly RUNO meetings provide a space for information sharing and collaborative efforts, and the RC would attend some of them, especially if reporting is delayed, or implementation experiences delays.

Key findings:

- The core mandates, experience, and expertise of the four RUNOs (UN Women, UNDP, UNICEF, and UNFPA) and the three supporting agencies (PAHO, UNAIDS, and UNESCO) are well aligned with the six pillars of the Jamaica Spotlight Initiative.
- While the efforts by the agencies involved in the Jamaica Spotlight Initiative programme to adhere to the “One UN” approach are evident, the general feeling is that they are still on a learning curve. As agencies strive to move away from the many years of individual identities, the “One UN” identity will take time to grow, especially in challenging settings such as Jamaica.
- Given the complexity of the Spotlight Initiative implementation model, the RCO is credited to have played an important role in maintaining an arms-length posture allowing for effective mediation, troubleshooting, and strategic interventions, at the higher partnership levels.

Recommendations:

- Going forward, enhanced attention must be given to streamlining the communication and coordination approach, methods, and mechanisms, between the RUNOs themselves, and between the RUNOs and the IPs and grantee groups.
- The RCO should consider convening periodic lessons learned sessions with all the agencies involved in the Jamaica Spotlight Initiative to specifically interrogate the manifestations of the “One UN” identity in the programme’s implementation and collectively determine strengthening and cohesion strategies.

<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 type="checkbox"/> Very Good – Good
	<input checked="" type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>The UN Team took a deliberate approach for early consultations to seek inputs for the design of the programme in Jamaica. As identified in the desk review, the Acting RC took an inclusive approach, requesting from UN agencies, government partners and the EU that they share information on their civil society contacts from across the island. These contacts were compiled and used as the basis for an effective outreach campaign to engage civil society stakeholders in the design process.</p> <p>Multiple types of consultations were organized with a broad range of stakeholders during the design phase and the early stages of implementation of the Jamaica Spotlight Programme, in an effort to make sure that the needs of the target groups were well addressed. Close to sixty representatives of various CSOs participated in the brainstorming sessions on which activities needed to be included under the six pillars and how these activities might meet the needs of Jamaicans. Many participants had explicitly worked on VAWG and GBV issues and were invited as experts, The results of the online survey presented in Annex 4 provide a detailed tally of respondents’ views as to the extent of the participation of different stakeholders’ groups in the design, implementation and monitoring of the programme.</p>	

According to participants in the qualitative interviews, concerns about the real intent of the consultations emerged once the final country programme document was shared. One CSO informant noted her disappointment that inputs related to grassroots interventions did not make it into the final document. She was not alone in this observation. Based on the information shared in KIIs with larger and smaller CSOs, there is a widespread belief that the programme design occurred at “different levels”. Some described it as a consultative process as opposed to a co-created experience.

Even among the RUNOs, some informants believe that the design of the Jamaica Spotlight programme was already established at the “higher levels”, but they also recognised that there was a window for the “local level design” to take place, and that is the reason why selected CSOs were invited to participate and provide inputs on what they perceived as their key roles and activities in the programme.

The CSOs’ involvement in the programme’s implementation is seen by participants in the KIIs and FGDs as being significant. However, some CSOs believe that the nature of this participation can vary depending on the partners’ capacities. Larger CSOs tend to be more involved while smaller ones struggle to keep up with reporting requirements. One of the smaller grantees that serves people with disabilities had difficulty in complying with the reporting requirements as they did not have a computer. The larger IPs were generally more apt to fulfil those obligations, however, some complained that the volume of work in short time periods was in some cases a challenge. As one CSO informant succinctly summed up:

“A definite disconnect between expectations of the project and the lived realities on the ground was clear”.

Another concern that participants raised in the KIIs centres on the question about the extent to which needs are being met. While informants acknowledged that the needs in Jamaica were great, some felt that the Spotlight Initiative programme was trying too hard to meet all of the needs and it might have been better to focus resources on only a few selected needs instead. As one of the key informants stated:

“The Programme continues to focus on key populations such as PLHIV⁶ and LGBTQI+⁷. Notwithstanding, persons living with disabilities have been engaged and support has been provided by the programme; however, greater effort is needed for long-term support and mechanisms for sustained engagement in development of programmes specific to their needs”.

Managers of the DVICs responded in largely positive terms to the question about whether these centres fully addressed the needs of their clients. They pointed out some gaps, namely in terms of space availability and physical accommodations to properly serve users. They also believe that it is important for the DVICs to implement new programs targeted at men.

An iterative approach was adopted during implementation to elicit feedback from partners and beneficiaries that would inform decision-making, priority setting and adjustments to actions. Importantly, the expectation was that the feedback loop would be “closed” by reverting to those groups on how their information was used. Participants in the FGDs and the KIIs, especially direct beneficiaries and members of smaller CSOs, saw feedback simply as completing “forms” after trainings and other interventions. One FGD pointed out that the participants filled out those reporting forms weekly and monthly but did not have any direct interactions about their activities with the RUNOs.

Overall, the concept of “feedback” was understood differently, or had elicited different expectations according to the various participants in the FGDs and KIIs. These expectations ranged from completing

⁶ PLHIV or People Living with HIV PLHIV

⁷ LGBTQI+ or Lesbian, Gay, Bisexual, Transgender, Queer and Intersex Community

forms and reports about their activities, to “recognition” from government or others for a “job well-done”. However, the expectation of closing that feedback loop never explicitly happened.

Key findings:

- The programme design used an extensive consultative approach, as opposed to a participatory planning process as many stakeholders were led to believe. Although consultation was appreciated, most CSO informants feel that they were not part of the actual planning process, and their opinion is that the final design of the programme appeared to be more “top-down” with “roles and activities being given to them”.
- Participants in the KIIs acknowledged that the needs in Jamaica were great, but some felt that the Spotlight Initiative programme was trying too hard to meet all of the needs and it might have been better to focus resources on only a few selected needs instead.

Recommendations:

- There is a need for the leadership of the Jamaica Spotlight programme to encourage greater ownership of the pillars by participating IPs and CSOs. To that end, the pillar leads could involve their IPs and other CSOs in discussing relevant findings from the MTA and lessons from Phase I to figure out steps needed to strengthen the feedback mechanisms and find ways to address emerging problems more quickly and more effectively.
- Given the programme’s commitment to use stakeholders’ insights to inform its decision-making, especially in regards to improving the delivery of services, the Country Coordinating Team should work with the RUNOs to explore concrete and effective ways to help improve the transparency and the responsiveness of all consultation exercises with stakeholders.

<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>Participants in the qualitative interviews from key stakeholders’ groups confirmed their commitment in broad terms to the Jamaica Spotlight Initiative.</p> <p>Government</p> <p>The Government of Jamaica was an integral part of the national launch of the Spotlight programme and included the Prime Minister (PM) and the Minister of Culture, Gender, Entertainment and Sport (MCGES) who holds responsibility for the Gender portfolio. The Gender Minister is Co-Chair, with the Resident Coordinator (RC), of the Spotlight Initiative National Steering Committee (NSC).</p> <p>The Government has signalled its support for the Spotlight programme as an important part of its efforts to meet the commitments of Jamaica’s Vision 2030 - National Development Plan, and those of the Sustainable Development Goals (SDGs) embedded in the plan. The high level of involvement set a positive tone for all to see, especially for those at the technical and operational levels of the public administration, who would be most involved in the programme’s implementation.</p>	

The planning of the KIIs did not target the ministerial levels of government. Six technical agencies were identified, and their representatives were invited to participate, but only two of them accepted to be interviewed as the numerous attempts to engage with the others failed.

Three individuals from three government departments participated in the online survey, with one entity representing a higher-level office of the government and the other two from the local level and involved in the implementation of the Spotlight Initiative programme. One of these local entities at the parish level was also extremely engaged in the qualitative interviews.

Mixed perspectives emanated from the KIIs regarding the nature of the government's involvement in the Spotlight Initiative. Many of the concerns raised were about the delays with decisions related to budget allocation and with the actual disbursement of funds because of the lack of fiscal space. The government processes in general, in terms of the required responses or feedback, were deemed to be too slow, across all the sectors.

Nevertheless, political engagement was visible, although some KIIs questioned the longevity, beyond project level engagement, whether there would be committed funding by the government to continue the work of Spotlight. Overall, the gender minister was seen as the most engaged, but some KIIs noted that gender policy gaps remained across other ministries that do have a bearing on gender issues.

The Bureau of Gender Affairs (BGA).

The BGA is an agency under the MCGES, and the Principal Director reports directly to the Minister. The BGA is the lead agency for all things gender within the Government of Jamaica. Through the BGA, the Ministry operates several programmes aimed at promoting gender equality and women's empowerment as well as undertaking public education and community outreach around gender-based violence amongst other issues. The BGA is the primary entity tasked with the implementation of the NSAP-GBV and the NPGE. As continued efforts are made during implementation to address VAWG, it became evident that additional resources are necessary to support the execution of the BGA's extensive mandate, in order to meet their targets and results.

As the country's main gender agency, the BGA has been visible across the Spotlight Initiative and features in many of the responses to the questions asked during the KIIs and FGDs. The BGA is seen as pivotal to the Spotlight Initiative in terms of its ownership, commitment, and delivery. It is the interventionist, intervening frequently to move things forward and in some instances working directly with the MCGES such as for the establishment of the parliamentary caucus, led by the Minister. In addition to its regular roles in policy, advocacy, and outreach, the BGA is also an implementing partner and a beneficiary of the Spotlight Initiative.

The BGA has applied for and received resources under Pillar 4 of the Spotlight Programme to support additional staffing for the network of shelters and improve its management. It has also benefitted from resources under Pillar 2 for institutional strengthening, especially in policymaking, advocacy, and outreach. Overall, participants in the KIIs and FGDs feel that the BGA has been able to grow exponentially during Phase 1 of the Spotlight programme. In their own words, the BGA informants confirmed that:

“Spotlight Initiative is really helpful. Prior to Spotlight Initiative, we were always championing the whole of government approach. Spotlight Initiative has helped to build on that. We can see clearly now where Jamaica is heading with Gender Equality, heading towards an international approach, much credit is based on the work of the Spotlight Initiative that have done with us”.

The Gender Advisory Council (the GAC) is an entity under the MCGES and aligned with the BGA. It is the mechanism responsible for the implementation, monitoring, and reporting on the NSAP-GBV. As an entity

within the government, according to the CPD, the GAC will also represent at the Technical Coordination Pillar working group levels. It is scheduled to receive capacity building strengthening especially around leadership of the implementation of the NSAP-GBV, but this activity is delayed until Q4. Data indicates that by the time of the MTA the term of the Council had expired, and a new Council has not yet been convened.

Other Government Technical Agencies

The Spotlight Initiative Inception Report stated that the “Government agencies are key to results in all outcomes of the programme.” The actions expected from the government, as described in the CPD⁸, speak to the programme’s reliance on the technical level of government agents. According to various KII participants, these expectations have been met to a good degree, as illustrated by the following comments shared examples by some IPs:

“The government worked hard at the technical level to help in the community projects and the Local Sustainable Development Plans (LSDPs) and what they would look like. With their local knowledge, they designed what would work, for example, the economic empowerment of women who were dependent on male partners”.

“The heads of the Health and Family Life Education (HFLE) were very involved. They came with what they wanted, and they were inclusive. Their job was to mobilise, get the buy-in from the people who were to be trained”.

“Youth empowerment officers work in youth division, officers are on the ground, they identified youth out of school and community members – so they were helpful in this. It portends well for the future, the collaboration of youth and community-based organizations (CBOs).”

With respect to the DVICs: it is noteworthy that from the Inspectorate levels of the Ministry of National Security (MNS) to the centre managers, they were seen as interested and engaged in the work done by the Spotlight programme. The DVIC respondents actively participated in the KIIs and the FGDs as well as in the online survey. An informant from the leadership level of the DVICs observed that:

“The DVIC staff are very interested, excited about these initiatives from the Spotlight Initiative. Overall, we are very active, looking at policies around gender issues. The Government of Jamaica (GOJ) has great interest in preventing and reducing VAWG, as it has implications on education and on health care. The Spotlight programme has been good for us.”

Civil Society

Civil society representatives actively participated in the online survey, the KIIs and FGDs. A total of nine members of different sub-groups of civil society (IPs, beneficiaries, and members of the CSNRG) responded to the online survey while 26 representatives were interviewed through the KIIs and the FGDs. The CSOs' commitment to the programme is evident, and for the most part, they are engaged in delivering their interventions as planned. However, there are issues. One of the recurring complaints from this group is that they felt as if decisions were already made regarding the design of the programme and who was going to be involved in the process despite the consultations to get their inputs.

“The decision was already made as to who was going to be involved in the process – putting out the ad to invite civil society organisations was a check box thing!”

⁸ Spotlight Initiative, Jamaica Country Program Document.

Some have also indicated that information about the programme has not been sufficiently widespread. The disquiet about the role the CSOs would be playing in the programme was aroused at the launch of the Spotlight Initiative. There was the national launch where the Prime Minister was present, but there was another launch aimed at community members and CSOs, but in a different venue, with less visibility, not enough publicity, and it was felt that an opportunity was missed by not getting the communities sufficiently involved at the time:

“Without the communities involved, Spotlight Initiative will not be the total success it can be”.

At the outset some CSOs, especially among the smaller and more grassroots ones, were not clear on what the Spotlight Initiative was, how long the project was to run for, how it was impacted by their own work, and how their work would become part of the programme. Small grants were offered, but for some, the turnaround time was felt to be too short. Another issue cited by CSO informants that is when small grants are available, the knowledge is not sufficiently widespread among all the groups that could benefit from them.

Nevertheless, the CSOs, whether at the IP or small group grantee level, have consistently demonstrated their commitment and engagement in the process. All CSOs display ownership of what they are doing, as the Spotlight Programme interventions are largely aligned with their own mandates. Most have concerns related to potential sustainability, but at the same time, they laud the Spotlight Initiative for the efforts, and they feel that some impacts are likely, perhaps more at individual levels.

The Civil Society National Reference Group (CSNRG)

An interim group was convened in June 2019 to provide inputs into the design and draft of the CPD, as well as finalise the TORs for the group. By May 2020 the permanent group was established with 13 available seats, nine of which were filled, with the balance completed before the end of 2020. Members included Women's Rights Organizations (WROs), and vulnerable and marginalised groups from national and local levels. The group was designed to be fully engaged as an equal partner across all levels of the programme. The Annual Report (2020) noted that *'the permanent Civil Society National Reference Group (CSNRG) was fully constituted and took steps to formulate its mandate within the Spotlight Initiative'*.

However, findings from the MTA fieldwork (Nov-Dec 2021) indicate that the CSNRG is not functioning as it ought to. Two members were identified for KIIs, but those interviews did not occur. The online survey indicated that 3 current and 1 former member of the CSNRG participated. The results indicated that the CSNRG were equally involved in the design and implementation of the programme, with slightly less involvement in the monitoring (See Annex 4 graph). Based on KIIs, the main issues were misunderstanding of roles and functions; expectations of more decision-making power; expectations of being able to become an IP while a sitting member of the CSNRG – which would have triggered a conflict-of-interest situation. In addition, there was concerns that the work could be time consuming, and there was no monetary compensation. As expressed by the KIIs, the concerns, expectations, or disappointments seem to be tied to misunderstandings or miscommunications. The consensus remains that the CSNRG is a good idea, and needed, but more clarity on all roles and responsibilities were needed and management of expectations all round. The Spotlight Coordination Team and the Secretariat have been involved in trying to resolve the issues, given that some members of the group had resigned.

UN Agencies

As noted elsewhere in this report (question 2), the RUNOs demonstrate strong commitment to their work, and their ownership is seen to be strong. As a key stakeholder group, the RUNOs participated fully in the KIIs, and they were also well represented in the online survey (8 out of the 21 respondents or 38%). The ownership of the RUNOs is seen as excessive by some other stakeholders in some instances, especially

when their roles overlap in some pillars. The way in which they determined their roles amongst themselves during the design process and the way they engaged with the CSO implementing partners, who often overlapped also in the pillars has been a source of confusion and inefficiency.

These situations occurred more frequently when implementation first started, but they have apparently been improving over time, through dialogue and because of some adjustments.

Informants highlighted the case of school activities in Pillar 3 as an example of such overlaps, with UNFPA doing teacher trainings and targeting the systems, and UNICEF more involved at the in-school levels. So, both agencies worked together with the IPs to find way to ensure more alignment instead of overlaps, although they recognize that some of these are still occurring.

EU Delegation

The EU Delegation (EUD) has been supportive of the Jamaica Spotlight programme from the outset and their interest has remained constant. They are keen to be seen as a partner without intruding in the day-to-day of the programme's implementation. Their role appears to be more one of trouble-shooter and advocate, making diplomatic interventions as deemed necessary, to elicit and negotiate support for the programme (as was the case for example in working with the government to maintain support for the efforts to prevent crime and violence, despite the limited fiscal space and further reduction in available resources as a result of the pandemic).

The EUD played an especially important role when the Covid-19 pandemic first started, participating actively in the policy dialogue to determine the best ways to respond to the pandemic moving forward. It also provided sign-off during the pandemic, as the need to make amendments and or reallocate parts of the budget surfaced. The EU is a member of the Programme's Steering Committee (PSC), comprising representatives with decision making roles in their respective institutions. While the EUD would like to be more frequently and more consistently involved in decision-making about the programme's orientation, the EUD is represented and is active in the Communications Task Force and it makes sure of its presence at high visibility events.

Key findings:

- The Government is actively committed at the technical level, and evidence also points to the active involvement of the Minister responsible for Gender Affairs. However, questions arise whether sufficient collaboration is taking place amongst the various ministries at the higher levels to support the structural changes and budgetary resources required to fulfil, continue, and sustain the gains being made by the Spotlight Initiative.
- The BGA appears to be over-committed in general, and in relation of their ongoing policy roles and project related workload, not all of which is linked to the Spotlight Initiative. This has led some to question whether sufficient resources are allocated to the agency to take on these multiple roles.
- Both CSOs and the RUNOs demonstrate ownership and commitment to their work, despite issues of engagement, collaboration and overlapping communication and activities.
- The CSNRG was constituted to fully support the entire programme, through engagement, monitoring, technical advice, and providing important feedback and ongoing information to the UN Team. At the time of writing the CSNRG is not functioning fully, due to a variety of issues including roles, conflict of interest, and meaningful participation. The Spotlight Coordination Team and the Secretariat are working to try and resolve the issue.

Recommendations:

- Looking forward and taking advantage of the MTA findings, a convening of higher-level key ministries might be useful to assess the sustainability of gains being made under Spotlight Initiative, and whether the structural and budgetary adjustments have been or are being made within and across government sectors, to further sustain them.
- The programme team should review whether the resources allocated to the BGA are adequate in relation to the role and responsibilities it is expected to take on.
- The resolution of identified issues and the rebuilding of the CSNRG should be identified as a priority task for Phase II. The programme’s leadership should engage a dialogue with existing and potential members to allow for the co-creation of meaningful roles and responsibilities, including improved communication mechanisms, expected and realistic time inputs, and scope of work. Consideration should be given to an honorarium and to make sure that their expenses are paid.

<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

Is the programme Theory of change well developed?

The Theory of Change (ToC) is comprehensive and is in alignment with Jamaica’s national priorities and plans and with the SDG levels. The ToC is quite innovatively developed in that in addition to an overarching ToC for the entire programme, each pillar has its “own” ToC. This approach is seen as activist, interventionist, and by design, integrative. The thematic outcomes are tied to each lead agency’s expertise, supported by others. The integrative approach saves the Jamaica Spotlight Initiative, theoretically, from being perceived as six small little programmes operating on their own trajectories. In that way it is adapted to the “One UN” model, but the challenge remains in the transition to implementation.

Based on the information generated from the KIIs there seems to be widespread agreement on the fact that the ToC is well articulated, that it promotes collaboration, and that it could be valuable for reporting purposes. This was particularly voiced from the mid-level government respondents and the RUNOs, who found the ToC convenient to track for results-based reporting. An IP informant noted they found the ToC framework useful in helping them build out their work plans. Other CSOs, however, had difficulty with it as a reporting tool.

“I am unclear where the ToC is being demonstrated – there is a lot of reporting on activities but the linkage of outputs to outcomes is not made in those reports. For example, we did a particular activity, but the UN folks did not know where to put that activity – it was across pillars and platforms – as it was not a clear-cut under one pillar, so it got left out!”

Some of the key informants from the IPs were not sure about the overall efficacy of the ToC, voicing concerns about the way it was developed, as well as its usefulness for reporting. Some reasoned that despite the many positives associated with the Spotlight Initiative’s global reach, attempts through the country programme to adapt to the local context may have proven to be too problematic. This harkened back to the comments about consultation versus participation in the programme’s design (see Question 3), with one participant sharing the view that given the Spotlight Initiative’s global scope the country programme as designed turned out to be a top-down, rather than a bottom-up, endeavour. Linkages to

the Spotlight Initiative's global targets also prompted some dissatisfaction that the timelines proposed for the expected outputs and especially outcomes of the Jamaica programme were not realistic, given the structural transformational changes anticipated. For example, as one participant noted:

“The original timeline to complete the activities was too short; you are dealing with the government, with issues of behavioural changes, and in a context of scarce resources, and on top of it all, you are supposed to ensure that it is done in a sustainable way. All of this takes time!”.

For another one, the timeframe to implement the proposed activities was totally unrealistic:

“No, not sure if it is useful. The time frame to develop Spotlight Initiative for Jamaica was too short, it was not feasible to develop a TOC that was effective, with all the work to be done. It was rushed”.

What the information provided by the KII and FGD participants also revealed is the disparity within implementing partners. The RUNOs and the larger CSOs which frequently work with development agencies, have a certain level of familiarity with the ToC and with results-based monitoring and reporting, which allows them to see their value and to consider applying them to their work in some ways. Whereas the smaller CSOs had less exposure and understanding of these tools.

It is worth noting that an interesting sub-category seems to be emerging from the information collected through the KIIs. This includes some of the larger CSOs, which take a more activist approach rather than a project implementer one, claiming to be more engaged in 'doing' the actual work, rather than the seemingly 'less important' monitoring and reporting tasks. For smaller CSOs there is always the dilemma of needing funding to 'do their work' but struggling with the administrative and organizational demands associated with access to public or donors' resources. The administrative and management skills of smaller CSOs are usually absent or are embedded within the organisation lead.

From a communications standpoint, the ToC was also deemed useful. There are clear benchmarks, and easy to communicate, in telling success stories, and demonstrating progress of activities, as well as using pillar-specific events to link into the higher-level planned outcomes.

Are the result indicators well developed to measure the achievements of the objectives?

Based on the KIIs, both positives and challenges were noted. On the positive side several KIIs noted that the indicators were seen as relevant and appropriate, and relatively easy to use. Additionally, the grouping of indicators under each pillar was seen as useful for tracking, if expected changes were being achieved. The Output level indicators were more frequently discussed in a positive light, while some noted the Outcome level indicators sometimes posed challenges. The examples provided included, perceived difficulty in collecting the data in Jamaica through reliance on official government data sources (e.g. program reports. Output indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination). The discussion on 'raising or strengthening awareness' was primarily related to Pillar 3 (Indicator 3.3.5)⁹ and generally the challenges of measuring this in numbers as opposed to increased knowledge. The interviews also revealed that there was concern about some of the targets set for the indicators and how effectively they could demonstrate achievement of results over the two or three-year period established for the programme.

⁹ Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant non-state 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. (Quarterly monitoring reports – Pillar 3).

Key findings:

- The Theory of Change (ToC) is comprehensive and is in alignment with Jamaica’s national priorities and plans and with the SDGs. There is widespread agreement that the ToC is well articulated, that it promotes collaboration, and that it could be valuable for reporting purposes. However, some key informants from IPs were less convinced about the overall efficacy and usefulness of reporting and do not find it sufficiently adapted to the local context.
- The results framework and related indicators are a helpful tool, however, interviewed informants believed that some of the indicators did not fully capture the full range of work being done.

Recommendations:

- In developing the workplans for Phase II, it might be useful for the Jamaica Spotlight programme team to reassess the feasibility of certain activities and adjust as necessary in relation to the ToC.
- Similarly, there is a need to reassess the programme’s results framework to adjust some of its indicators and targets especially for the more immediate outcome levels to ensure that they are more reflective of the current reality in terms of pace of implementation, capacity challenges, constraints linked to the local context, and most promising activities.
- Going forward, should budget reallocations take place, consideration ought to be given to the possibility of bringing on board additional results-based monitoring (RBM) expertise to support the IPs and grantees and help strengthen their reporting. In the case of IPs and grantees whose involvement with the programme has run its course, support could be considered for retrospective analysis toward a stronger evidence-based story about the merits and the impact of the Spotlight Initiative in Jamaica at the end of its implementation.

<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>	<input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<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>	

Before Covid-19: Did the programme consider local context, possible risks? To what extent are planned interventions evidence-based?

The programme was grounded in the local context based on various streams of interrogation. The EU was instrumental in ensuring the broader local context was considered, as prevalence data, by itself, would not have provided a sufficiently realistic view of the country. The UN Women’s Survey (2016) and other studies and analyses were initiated. There were some gaps, and some disgruntlement expressed by key informants on the global templates and how they related (or not) to the local context. These sentiments were compounded by consultations in the early stages. Some CSOs had the belief that the gaps, as they articulated them, would have been a part of the design, but did not emerge in the final document, in the way they had understood it. One example provided was for Pillar 6. The interviewed informant thought the intent was to strengthen the capacity of CSOs to build sustainability, but the reality was training around issues related to GBV. Important, they thought, but not necessarily

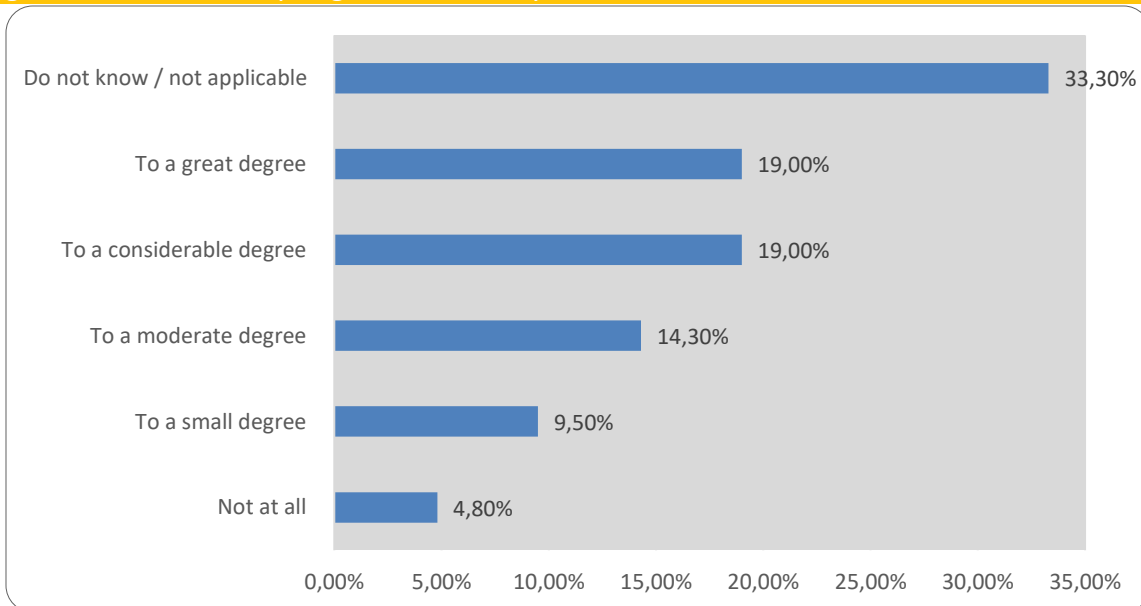
sustainable. The other gap raised was the insufficiency of care and support for survivors, particularly psycho-social counselling. On both points it was felt the situational analysis and needs assessment would have brought these to light.

That said, the **Country Programme Document and the later Inception Report** did a reasonable and extensive job of considering the country context, and the Risk Management Matrix noted several risks, including that of male reluctance to take part in programmes (CPD, pg.94) with mitigation through deliberate and sustained efforts to engage them. The propensity for Jamaica to suffer from natural disasters was also highlighted, especially those exacerbated by climate change. What the documents could not have predicted was the COVID-19 pandemic, especially its volatile and sustained impact on the entire programme, and how it affected the country context. However, the final risk identified was a fiduciary risk (CPD, pg. 95). The risk stated: “Crises (national disasters) may absorb resources and technical expertise needed for the programme”. This became a truth, particularly for the government partners. The strategy to manage this risk was: “Programme employs a robust risk management strategy with financed mitigation measures”. Managing this risk was to be led by the RCO, which was exactly the process employed, with noteworthy success.

Were there delays in implementation before COVID? If yes, how were external factors managed (risk matrix)? How were internal factors managed?

Of the 21 stakeholders who responded to the online survey question on the extent to which the programme had been delayed before COVID-19, 33% (7) did not know, or weren’t sure, while 19% (4) thought it was delayed by a considerable and a great degree. Only one person indicated it had not been delayed. Eleven reasons were provided to explain the delays but only four were related to pre-COVID-19. Two reasons were related to the Government of Jamaica’s process delays, while the other two reasons were related to delayed availability of funds.

Figure 1. Extent of programme delays before COVID-19



The information collected through the KIIs also emphasized that government delays were a significant challenge and highlighted among the main culprits the approval processes in relation to budget decisions, which are only taken twice annually. At one point the lack of fiscal space became a major barrier to forward movement. Support in addressing the government delays was often taken up internally by the MCGES along with the BGA. Externally, the EUD and the RCO intervened diplomatically to help find a solution to the problem. Flare-ups of violence in some of the communities where Spotlight

Initiative was working also affected a lot of the planned activities and the pace of the work. Delays were also due to internal issues within the Spotlight Coordination team itself. For example, the original coordinator resigned, and a new one had to be recruited which took some time.

How did the Programme team adjust programming because of the COVID-19 crisis?

The 2020 Annual Report outlined how the Spotlight Coordination team convened its various partners, including the EUD, to develop a COVID-19 reprogramming plan. The RUNOs met with government and CSO partners and assessed the annual workplan (AWP) to identify which areas might require reprogramming, what needed to be postponed, and which interventions were critical and needed to be supported to respond immediately to emerging GBV issues. They found that some activities could not be achieved in 2020 due to the various challenges, so they had to be further reprogrammed for implementation in 2021. The report outlined the wider impact of COVID-19 on Jamaica as well as the pandemic's impact on levels of VAWG and public awareness of VAWG. Early on, the report noted:

“...anecdotal reports suggested that the problem has worsened, calls to helplines increased, and an increase in reports of domestic violence and murders of women and girls...Prolonged quarantines, curfews and other movement restriction measures have led to increased reports of domestic violence due to forced cohabitation in confined residential quarters...worsened by the anxieties related to the economic and health consequences of the pandemic...”

The COVID-19 reprogramming started almost immediately following announcement by the government of new protocols to respond to the pandemic, and new plans were completed in July 2020, as outlined in i) the COVID reprogramming document and, ii) the COVID-19 budget response. The reprogramming document summarised that most activities were maintained, some were delayed, re-scheduled to later in the year or the following year. Adjustments were made related to process and content as applicable, occasionally with some budgetary reallocations. In cases where there were services to respond to increased VAWG, those were sped up, and saw an increase in budget, for example:

“Plans were made to strengthen the helplines with additional ways to make contact (WhatsApp, text messages, chats) and to identify new alliances to give the possibility to survivors living with controlling perpetrators to report and access support through the helpline. The existing helplines were also promoted through the COVID-19 related communication campaigns”

From the reprogramming budget it was apparent that the adaptations were more about pivoting online or rescheduling. Overall, it became obvious that the team was working to ensure responsiveness to the situation.

“While most of the existing activities will maintain the original plan/context, two new activities have been created to directly respond to the challenges posed by COVID-19... These pillar 3 activities are slated for immediate execution and include a public behaviour change campaign that addresses prevention of family violence in the context of COVID-19”

The Information gleaned from the interviews provided two views, how the RUNOS and CSOs had to pivot and what that entailed, on the one hand, and on the other, a view of how the pandemic affected the people they worked with. The pandemic highlighted the commitment of everyone, and for CSOs especially, as they had to leave their in-person comfort zone, and adapt to different mobilisation approaches, make more systematic use of mixed modalities, go fully virtual, increase use of social media, and become creative in using virtual spaces. They had to learn.

“Pivoting in an uncertain time, no one knew, brainstorming how to change the community focus especially, how to reach those who have been in lockdown. In May we had results of a baseline

study. What happened in close confines, with aggressors – so how to reach – so decision was to engage in public PSAs, helpline strengthened, contacted other Development Partners, including Canada – streamline messaging”.

Several CSO partners mentioned that they were already doing a blended approach to community engagement before COVID-19, as their work covers the entire island. They had been using WhatsApp and Zoom to connect with their audience, in addition to face-to-face. With the onset of the pandemic, they had to invest in data access solutions and more zoom software. Other IPs working with students, were able to buy more mobile phones, which allowed them increase the schools’ cyber capacity. Even the UN agencies felt the urge to adapt, protecting their system with security training and double encryption against any kind of security threats (email hacking for example).

While the above-described adjustments allowed the civil society partners to pivot more easily to virtual interventions, some IP informants felt that the impact of their work on the communities really suffered due to the absence of psycho-social support to support their beneficiaries, as many of the beneficiaries of their work were struggling with the losses of loved ones, loss of work, loss of other means of survival.

This resulted in an increase in demands for referrals, which the IPs were not able to manage.

The work being done on data availability and capacities under Pillar 5 was also impacted by the pandemic. All the training and the data collection activities had to go to virtual. The qualitative research with persons with disabilities was the one aspect of the data collection effort that suffered the most, as there was literally no possibility of going virtual with this group.

The corrective measures proposed alongside the acceleration plans allowed the Spotlight programme to expedite technical and financial support to partners in 2021 to cover loss of implementation time in 2020. These plans were apparently successful as most activities were back in full gear by the end of the first quarter of 2021.

Key findings:

- The CPD and the Inception Report did a reasonable job of considering the country context and the Risk Management Matrix identified several relevant risks, among them the propensity for Jamaica to suffer from natural disasters, especially those exacerbated by climate change and the potential that national disasters may absorb resources and technical expertise needed for the Spotlight Initiative programme.
- The non-pandemic related delays that affected the programme’s implementation resulted for the most part from the slow pace of decision-making deliberations and approval processes, especially in relation to budget allocations, predominately occurring on the government side.
- There was a timely, efficient, and effective response to reprogram with the onset of the COVID-19 pandemic. The consistent commitment from all the key stakeholders involved in the Spotlight Initiative programme was evident in how each partner pivoted and found creative ways to continue delivering their activities.

Recommendations:

- Assess the emergent modalities used to continue the programme, with a view to incorporating those which offered the best return in value of – use of funds, ongoing participation, inclusion, technical capacity building, and others. This recommendation can become a part of recommendations 1 and 2, in Question # 5.

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

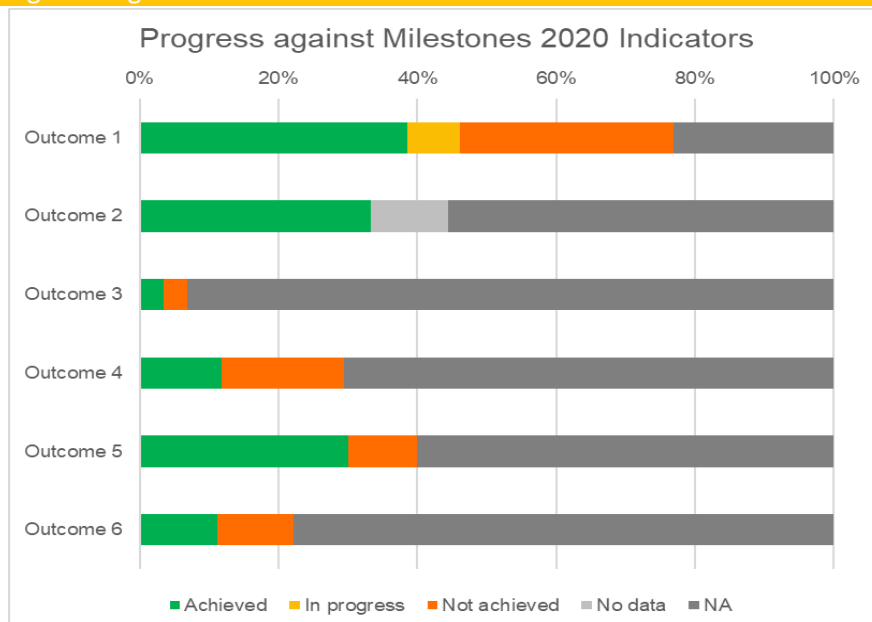
Achievement of results against the approved workplan

The Jamaica Spotlight Initiative reports on 12 outcome indicators and 43 output indicators¹⁰ across the six pillars of the programme. 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 in question 6 above, 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. In 2021, achievement of milestones improved. More than 60% of the outputs were achieved for Outcome 1, 4 and 5, while the milestones achieved for Outcome 2, 3 and 6 remained below 50%.

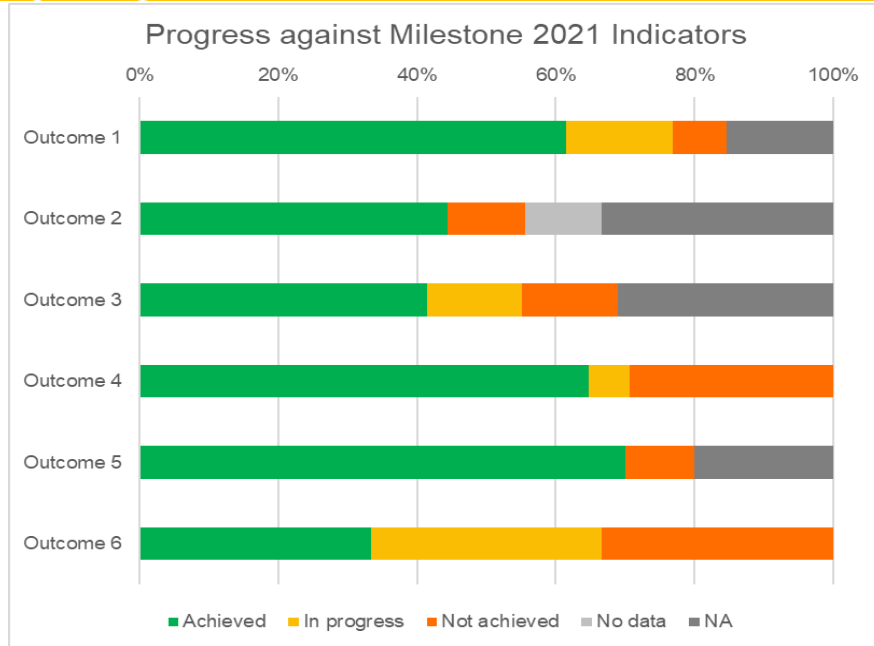
Graphs 4 and 5 below summarise for each result the percentage of outcome and output indicators that were fully achieved (green), ongoing (more than 50% achieved, yellow) and not achieved (less than 50% achieved, orange) and those for which no data was available or not applicable (NA) because there was no milestone for the year (grey colour). The overview of the achievements is available in annex 4.

Figure 2. Progress against 2020 milestones



¹⁰ Jamaica Country Programme Document. Spotlight Initiative to Eliminate Violence Against Women and Girls.

Figure 3. Progress against 2021 milestones



Is the quality of outputs satisfactory?

Most interview participants from the CSOs or IPs elaborated on the activities they were doing and on how these activities were progressing, as opposed to the quality of the work. For the CSOs and the IPs, the quality was “assumed”. Regardless of the problems, barriers, or irritants that they face in their work, be it in terms of access to funding, timelines or reporting requirements, the consensus that emerged is that the substance of what Spotlight Initiative is attempting to achieve is qualitatively good, important, and needed. This understanding is based on CSOs’ trajectory doing this work consistently over time, which they illustrate with this Jamaican vernacular expression “one, one, cocoa full basket.” They acknowledge incremental change, and they accept the fact that they will always have difficulty managing project imperatives, versus “life-work”. Attaining the “outcome” remains an abstract future concept when measured against an ongoing and visible problem.

FG participants from activities under Pillars 2, 3 and 6 had a definite “felt” response to the query. The interventions they were a part of had a direct impact on their individual, family, or group life. For these participants, quality was paramount. Public employees participating in the FGDs with the DVICs also had a “felt” response but not so much at the micro levels as the direct beneficiaries. They saw an immediate response of the persons being helped. Thus, for this group, quality was also a “given” but as technical staffers, there is always an eye to what is missing, what else could improve the quality of the service, and the intervention itself.

As for the RUNOs, they also spoke about progress, while acknowledging quality. They recognised that their attempt to produce outputs within the project duration, as was designed, was hindered by a variety of issues. They believed that some outputs and outcomes would be more difficult to achieve, given the circumstances.

Their discussions also focused on the level of those activities that will be completed, that showed promise and may become sustainable: in a sense, defining quality as the intervention that would “stick” and that could be scaled-up to become institutionalised in some form. Examples they provided of interventions that they felt met those criteria included: training materials that would become embedded in approved curricula or that used specific tools (under Pillar 2 and Pillar 3); legal recommendations that were accepted (Pillar 1); the support provided to strengthen the DVICs, existing shelters, referral services, and hotlines

(Pillar 4). Other interventions that were also noted for their potential include those aimed at enhancing the capacity for improved data identification and collection (Pillar 5) and the small grants provided to grassroots women’s groups empowering them to mount their own micro-projects (Pillar 6).

Key findings:

- The Spotlight Initiative faced delays in 2020. Progress was made in 2021, especially under outcomes 1, 4 and 5. The analysis shows less progress on other outcomes, but this is due, in part to the fact that the programme did not envisage making progress on these outcomes and therefore set milestones to zero.
- The qualitative data collected through the KIIs and the FGDs indicated a general sense of quality and satisfaction with the programme’s outputs and its performance towards achieving at least some of them.

Recommendations

- Going forward, the Spotlight Initiative Secretariat together with the Jamaica Spotlight Coordination team should reassess the programme’s Results Matrix and make adjustments in light of what is doable and what is achievable, while taking into account the context of COVID-19 delays and the findings of this MTA.

8. Are the outputs still likely to lead to the expected outcomes? To what extent has progress towards the outcome targets been achieved?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Progress against the approved workplan by outcome area

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, the 2020 annual report, the desk review of the RUNOs monitoring reports (Q3 2021), and the information collected through the KIIs from and FGDs were analysed.

The approach taken for assessment purposes focused on the ‘Signature Interventions’ as identified in the CPD under each Pillar. Some Pillars count more such interventions than others, but they have many sub-activities under the intervention. For example, an intervention that includes the BGA which focuses on strengthening and capacity building has numerous interlinked activities. A Pillar with fewer interventions can still demonstrate progress, based on the type of work being done. Under each pillar, selected sub-activities of the “Signature Interventions” are listed for a more detailed understanding of the assessment. This overall approach allows for a more standardised, consistent, and comparative assessment, and is **not** intended for comparisons across pillars. A summary of the key achievements of the programme and the obstacles that affected the implementation of specific activities under each pillar is presented in Table 4 below.

Table 4. Key achievements and obstacles per Pillar

Pillars	Key achievements in Phase I ¹¹	Issues arising / obstacles to address in Phase II
<p>Outcome 1 Policies & Legislation</p>	<p>Four interventions identified. Two demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. Review/recommendations on Legislation: Provided recommendations to Joint Select Committee (JSC) of Parliament on (i) Sexual harassment bill and (ii) the Domestic Violence Act. Sexual harassment recommendations accepted, and bill was passed in both Houses in October 2021 – Achieved 2. The DV Act is slated for review in 2022 3. Update National Policy on Gender Equality (NPGE): in process prior to Spotlight Initiative; instead, creation of Victims' Policy agreed on and process now underway. Progress 4. Establishment of a Parliamentary Caucus on VAWG – Not achieved 	<p>The JSC was dissolved, so currently there is no existing entity to present reviews/ recommendations to.</p> <p>Assistance is needed from the RCO to engage with the BGA to accelerate activities around Parliamentary Caucus and policy strengthening.</p> <p>In general, justice sector suffers from traditionally slow legislative and policy processes.</p>
<p>Outcome 2 Strengthening Institutions</p>	<p>Four interventions identified. Three demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. Strengthening of BGA capacity to carry out mandate, policy development, augment mechanisms, etc. Delayed, but with some progress 2. Partner with the Social Development Commission (SDC) to expand community level work. Not achieved. 3. Local Sustainable Development Plans (LSDPs) to integrate VAWG/ FV prevention in planning at local level (Clarendon & St. Thomas) - Achieved 4. Jamaica Social investment Fund (JSIF) -to integrate VAWG prevention & response in social interventions in Zones of Special Operations (ZOSOs) - Achieved 	<p>Delays with the BGA significantly affecting progress towards results. RCO will support liaising with Bureau to accelerate activities.</p> <p>BGA is significantly under-resourced (e.g. personnel, budget) while being asked to implement a lot of activities.</p> <p>Also, since funds go to consolidated GOJ, BGA account, BGA has no control over and no access to funds. Fiscal space becomes an issue.</p> <p>Challenges with the SDC, as they have rejected the VAWG prevention strategy for integration in Community Priority Plans (CPP). Deciding on alternative.</p>
<p>Outcome 3 Prevention</p>	<p>Three interventions identified. Three demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. Development/implementation of prevention strategy (whole of community approach). Numerous activities: Knowledge, Attitude, Practice, and Belief (KAPB) survey, in-school programming on gender-equitable norms, advocacy campaign with film featuring survivor stories, etc. - Progress 2. Gender-responsive parenting support (have made strong advances, around issues of parenting and FV) – Progress 3. HFLE: Explore opportunity for sustainability developing curriculum with partners - Progress 	<p>School closures and competing priorities on the part of IPs in providing services during pandemic have led to delays in some activities.</p> <p>Curfews have limited activities in communities. In many cases virtual settings are being utilised.</p> <p>IPs have had to manage competing priorities within COVID-19 response context.</p> <p>Most managing teams have been working remotely. This has impacted work processes and ability to meet deadlines.</p>

<p>Outcome 4 Quality Essential Services</p>	<p>One intervention identified. One demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. Essential Services Package (ESP): i) referral pathway developed to serve victims of GBV at national levels & in four Spotlight programme Parishes; ii) establishment (also retrofitting containers) of 6 DVICs in police stations, two fully operational in 2021; iii) Signed agreement to establish three state run shelters (1 shelter outfitted, finalising shelter #2) - Progress 	<p>Activities with the MOHW are significantly delayed due to the burden of Covid-19 on the sector.</p> <p>DVICs have to share certain facilities with the police station, which is not always the best option for protecting privacy. Only one counselling session room exists, limiting the number of clients who can be seen. There are few programs designed specifically for men, who are coming in seeking help</p> <p>DVICs need to be properly resourced and budgeted to provide the service. Also, the fact that social workers are not assigned to centres, to work with the victims, and a psychologist (only one psychologist and for free and based in Kingston) is a gap.</p> <p>Toll free helplines being established with the BGA have been delayed due to coordination issues between telephone companies.</p>
<p>Outcome 5 Data</p>	<p>Two interventions identified. Two demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. Development of an integrated information system on FV and children that combines prevalence & administrative data: strengthening STATIN capacity to collect prevalence, and admin data, series of trainings, participants from different sectors; minimum standards, ethical guidelines & protocols for management of administrative data being developed; training with CSOs to collect data; support to Jamaica Crime Observatory (JCO), etc. -Progress 2. Production & dissemination of new knowledge: research on economic costs of VAWG; ; support skills building for Government stakeholders & CSOs to better manage VAWG data – Progress. 	<p>National Study on the Economic Costs of VAWG, experienced delays due to difficulties experienced in addressing the judicial data gaps from the courts of Jamaica. Meeting scheduled for Q4 of 2021 with respective agency from the judicial system to advance on discussions to aid access to the relevant data.</p>
<p>Outcome 6 Women’s Movement & Civil Society</p>	<p>Two interventions identified. One demonstrated progress as noted below.</p> <ol style="list-style-type: none"> 1. “No one Left Behind” – meaningful consultation & engagement of CSOs at all levels, especially groups with multiple/ intersecting discriminations supporting women’s rights organisations (WROs); Five CSOs received small grants and two more grants are forthcoming; working with Jamaica Assoc for the Deaf, household workers & other grassroots groups, including Jamaica Network of Seropositives (JNT+). Developing national social accountability strategy for tracking, monitoring and evaluation of legislation, budget analysis and expenditure 	<p>Some training events have had low turnout due to COVID-19 restrictions.</p> <p>Multi-stakeholder dialogues were delayed due to COVID-19 restrictions preventing the hosting of in-person session. The decision has been taken to host virtual events.</p> <p>Discussions are still ongoing between the RUNOs, Spotlight Coordination Team and the CSNRG to finalise CSNRG workplan and to form a new CSNRG as members have resigned. Means of dissemination of funds is also yet to be</p>

¹¹ Based on Signature Interventions identified in the CPD



tracking, for state response to FV (consultant for this activity is onboard). – **Progress**

2. Partnerships between private sector & civic community, particularly WROs – No evidence of private sector engagement – **Not Achieved**

finalised to facilitate payment for execution of the workplan.

Summary assessment on whether the programme is on track to achieve the results as described in the CPD and revised work plans.

Overall, the data generated from the 2020 Annual Report was limited. The report was more forward looking toward what would occur in 2021, than providing information on substantive achievements. The lack of progress to report on after the first year was primarily related to the delays generated by the pandemic and the time needed to reprogram and pivot within the context of lockdowns and curfews. In addition, at the time of writing this MTA, that information was already more than one year old. The RUNOs monitoring reports provided a better, and more up-to-date, picture of what was occurring in terms of achievement of progress and/or completion of activities.

The KIIs filled out some of the missing pieces, as many of the key informants were able to identify what they thought were the best achievements and the main obstacles that prevented timely implementation of the activities described in the workplan. This information was also cross-checked with the data provided in the monitoring reports.

As noted earlier, the ‘Signature Interventions’ was the preferred approach to assess progress at the Output level. A total of **16 ‘Signature Interventions’** were reviewed:

- Three (3) were **Achieved**
- Nine (9) demonstrated strong **Progress**
- Four (4) were **Not Achieved**

Some of the ‘Signature Interventions’ were straightforward, others less so, with multiple activities to be completed. The main obstacle was the pandemic, inducing delays, lower turnouts for trainings, discussion sessions and other events. Although most activities were able to pivot to online, that also presented several challenges in terms of connectivity and related costs. The RUNOs and the IPs went to great creative lengths to address the various issues, with some success. Other delays were attributed to the public sector, in particular slow decision-making, approval processes, and access to people or documents. However, this is to be seen in tandem with general delays experienced across the public sector driven by the pandemic. Most government partners had major challenges working with the Spotlight Initiative given their involvement in implementing COVID-19 mitigation measures at the national level though some activities were still able to be completed, including activities with the Ministry of Health and Wellness (MOHW).

From the review, despite all challenges, the Spotlight programme is on track to meet a significant number of its outputs, which will hopefully translate into achievement of the higher-level outcomes. Some of the results may not be exactly as written in the CPD, given the emerging issues during implementation to date, but successful, nonetheless.

Key findings:

- The Covid-19 pandemic created the most disruption and delays in the programming of the Jamaica Spotlight Initiative. The response to the pandemic is considered to have been timely and the reprogramming was done efficiently and effectively.

- Delays in higher level government responses have also affected the pace of programming. However, the government agencies at the local operational level appear to be engaged and committed to the Spotlight Initiative programme.

Recommendations:

- As preparations begin for Phase II, and drawing from the findings of the MTA, the RCO and the EUD should explore, together with government partners, ways to elicit greater commitment at the higher-levels to ensure that their agencies respond in a timely and effective manner to the programme’s requests especially if, as predicted, the COVID-19 pandemic recedes somewhat.
- In line with the previous recommendation, the RCO and the EUD should take a closer look at the challenges facing the BGA, given its pivotal role in the programme’s implementation. An increase in resources (budgetary and personnel) to the BGA would not only signal serious commitment to the Spotlight Initiative, but overall commitment to improving gender equality in Jamaica.

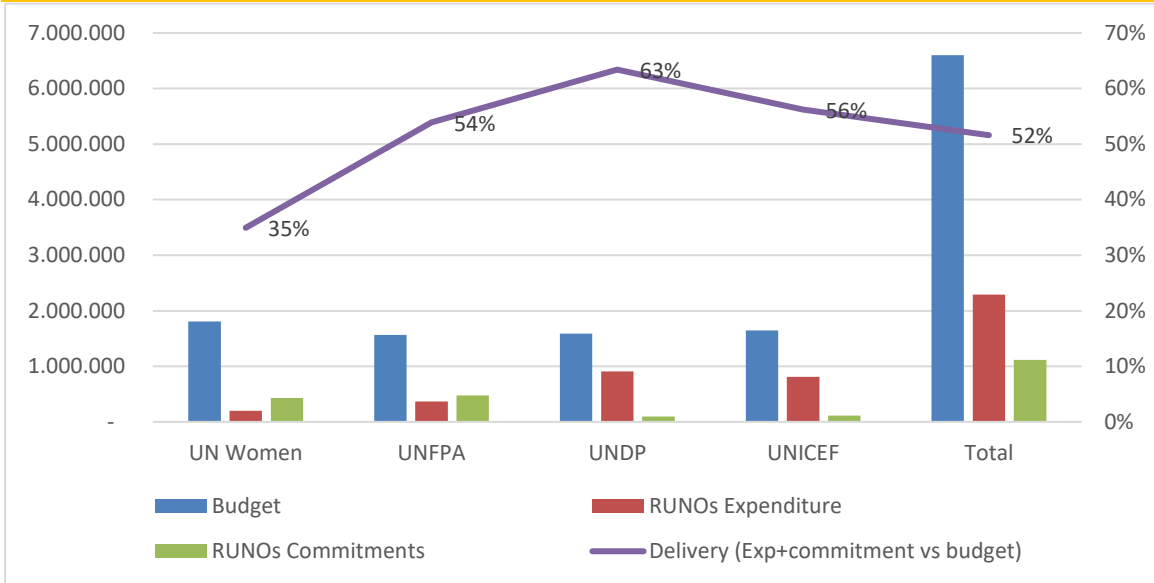
<p>9A. Do the government, implementing partners or RUNOs have sufficient capacity (financial, human resources, institutional) to ensure that implementation is going according to plan?</p> <p>9B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?</p>	<input type="checkbox"/> Very Good – Good
	<input checked="" type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Budget execution

The budget analysis is based on the financial data available as of quarter 3 on September 30, 2021. The budget delivery (expenditure and commitments) was at 52% for all RUNOs combined (see Figure 4 below).

UNDP had the highest combined expenditure/commitment rate at 63%. This high rate appears to be due to overspends on the budget lines for: (1) supplies, commodities, materials and (2) equipment, vehicles, and furniture (including depreciation). UN Women had the lowest expenditure/commitment rate of 35%. They had one overspend on the budget line for equipment, vehicles, and furniture (including depreciation). Due to the onset of COVID-19, and the accompanying mitigation strategies, there was very little opportunity for travel by the UN Women team and accordingly, monies that had been ascribed for travelling, remained unspent. UNFPA reported an average expenditure/ commitment rate of 54%. They recorded two overspends on the budget line for: (1) supplies, commodities, materials and (2) equipment, vehicles, and furniture (including depreciation). UNICEF reported an average expenditure/commitment rate of 56%. They recorded one overspend on the budget line for general operating and other direct costs. Cumulatively, the only overspend for the programme was on the budget line for supplies, commodities, and materials. Please note that overspends were reported as anomalies at the time of reporting and were still being investigated by the global Secretariat.

Figure 4. Jamaica budget vs expenditure (2020 to Q3 2021)



Financial Resources:

The online survey asked respondents if financial resources budgeted were sufficient to implement the planned activities. The majority of the respondents felt that the financial resources were relatively sufficient for implementation of the planned activities. Of the 21 respondents 38.10% (8) thought the resources were ‘somewhat sufficient’, 19% (4) indicated ‘sufficient’, followed by 14.30% (3) who were unsure (neither insufficient nor sufficient’).

On the other hand, key informants felt that resourcing was generally insufficient:

“The programme budget resources are insufficient as more resources are required to support CSOs and community-based interventions. Greater funding is also required to support key institutions working to mainstream GBV. Ending family violence requires significant funding to sustain interventions and to have meaningful long-term impact. Funds are especially critical to ensure that marginalized populations are meaningfully engaged and interventions to support communities have the widest reach”.

Absorption capacity and other obstacles limiting successful implementation of programme

Government

Despite acknowledging the challenges facing the BGA in terms of bureaucratic processes, lengthy delays and insufficient resources, its main counterparts in the Spotlight programme, namely the RUNOs and the IPs, have all indicated their support for the Bureau, recognising the important role it plays at the national level. However, the RUNOS and IPs have indicated their support for the Bureau recognising the important role it plays at the national level. Interestingly, the point was also made in the KIIs that these issues are seen in gender bureaux across the Caribbean, something that requires more investigation as to the (political) will of governments to commit to and effectively support gender equality

Overall, comments on government capacities from KIIs centred on two areas:

i) technical capacity issues: government staff engaged under the programme have had challenges balancing requests from the programme in addition to their normal roles and responsibilities. This has

often resulted in delays in their responses that may have affected the implementation of several activities.

ii) gender capacities: most government ministries and agencies outside of the BGA do not substantively address the issue of gender. Accordingly, an opportunity exists for increased gender mainstreaming that will support government staff to introduce gender responsive budgeting, planning, monitoring, and evaluation, in their sphere of work.

RUNOs

There is consensus across all the stakeholders' groups interviewed for the MTA that the RUNOs have the expertise and play a significant technical quality assurance role. It was noted, however, that at times, despite the 'One UN' approach, each agency maintained separate procurement protocols and reporting formats. This presented challenges for their government and CSO partners and contributed to delays from time to time.

A critique noted was the difficulty some RUNOs experienced in implementing the Spotlight programme with existing staff, as they thought more funds should have been allocated to contract additional resources to support the process. As noted elsewhere in this report, the collaboration issues amongst RUNOs have been mentioned by many as a concern, as expressed by a CSO informant:

"One UN – that is not quite right! Two years into the process, it's not working. One entity asking for something, another saying not necessary. Each UN agency has a different opinion. Each of the UN agencies still have different reporting procedures, schedules, financial processes. It makes it difficult for the organisation to do all differently. One system is not in the Caribbean region, some systems can shut you out. Other systems are easier to manage. But everybody is just not talking to each other."

CSOs

There are three main levels of CSOs working in the Spotlight programme, not always differentiated in the same way. The research and academic IPs have the most capacity largely due to their technical expertise and areas of work. The majority of CSO IPs are those which have worked for many years providing services, mainly in the gender areas, but also with youth, or other underserved communities. The CSOs in this group have the subject knowledge and the capacities to implement, although not always at the level desired. Nevertheless, they have grown in capacity over the years by being called upon to implement various projects by international development partners. As a result, they have learned to manage funds and be accountable and prepare reporting – not always on time, nor to complete satisfaction, but they are reasonably reliable, are a known quantity, and generally deliver. The main weaknesses that CSOs from this group share are their limited number of staff (of varying skills levels), and their reliance on the work and contributions of volunteers. These factors can often slow delivery and reporting, especially when multiple demands are put on them. Their priorities and perspectives are narrower than those of the UN agencies, as they are more focused at the embedded operational level.

The final group consists of smaller or grassroots CSOs which receive some funds to carry out work on a small scale. They are the most problematic when it comes to reporting. There is consensus that providing small grants to CSOs from this group is one of the promising practices to emerge from the Jamaica Spotlight Initiative.

Key findings:

- According to the financial data from quarter 3, the Jamaica Spotlight Initiative programme has achieved a budget delivery (expenditure commitments) of 52% for all the RUNOs combined. UNDP had the highest combined expenditure commitment rate which seemed to be linked to overspends. All the other agencies also exhibited overspends. UN Women had the lowest expenditure commitment rate.
- Delays related to the bureaucratic processes and procedures in the public sector continue to negatively impact the programme implementation timelines.
- Although RUNOs are seen to exhibit high levels of technical knowledge and expertise, collaboration and communication issues continue to affect their efficiency and their ability to effectively manage the implementation of the Spotlight Initiative, and especially, their working relationships with the government and civil society partners.

Recommendations:

- As Phase I is coming to an end, the Spotlight Coordination team should verify the overspends as noted and assess whether mitigation actions are needed.
- As noted in recommendation 1, in question #2, attention needs to be paid to the collaboration and communications issues amongst the RUNOs and the impact on programme implementation.

D. EFFICIENCY

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

Very Good – Good

Problems

Serious deficiencies

Chosen implementation mechanisms

The approach to implementation was conceived as a collaborative one, in keeping with the “One UN” approach, and it involved working in partnership with CSOs and relevant government entities, while engaging with various professional and technical experts and drawing on the UN agencies own spheres of expertise. Practically, two overarching implementation modalities were utilised:

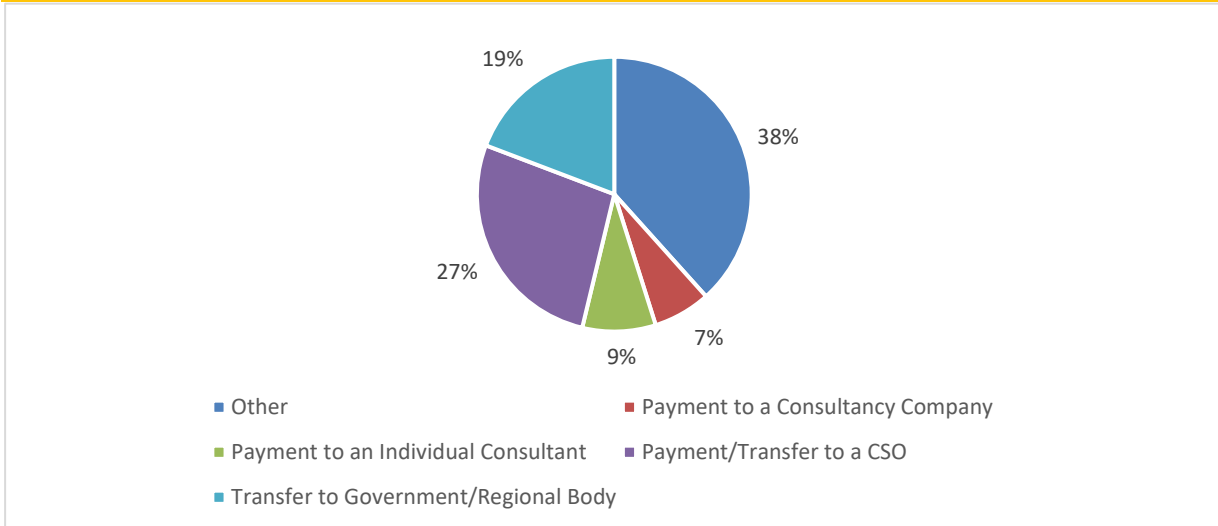
1. The national implementation modality (NIM), where funds are transferred to implementing partners, including CSOs, government entities, and acquiring consulting services. These are generally contractual modalities linked to accountable deliverables and based on approved workplans.
2. The direct implementation modality (DIM), where a UN agency implements directly, or funds are transferred through the agency to other entities (e.g., CSOs) or to support specific activities (e.g., workshops).

In assessing the programme’s budget by delivery mechanisms (see figure 5 below), payments made to consultancy companies accounted for 7% and to individual consultants at 9%, resulting in 16% overall for consultancy payments. Transfers to government agencies accounted for 19%, followed by 27% to CSOs, for a total of 46% to implementing partners.

The largest percentage by category is defined as “Other”, which accounts for 38% of the transfers. Further investigation revealed that a host of activities implemented directly by, and / or through the UN agencies were lumped under that category. The costs of these activities usually implemented directly by the UN agencies are associated with staging stakeholders' or CSO workshops, consultations, local travel costs for participants to these events, printing, and communication materials. Other costs include: i) funds transferred by the UN agencies (often as a small lump sum) to government entities for such activities as supervisory or mentoring visits by the MoHW, or the BGA as part of their efforts to strengthen gender focal points; and ii) funds transferred to CSOs for specific activities such as integration of knowledge products into existing manuals or curricula.

In essence, those payments to the CSOs and government entities that fall under this category also provide additional strengthening and support to their work and this should be recognised, instead of being allocated into an amorphous category termed “Other”. Notwithstanding the justifications to utilise this modality, it could be seen as a disservice to the effective tracking of the programme’s results. Upon completion of Phase 1 of the programme, it might be useful to disaggregate these payments to specify the added value – to capacity building, service delivery, and advancement of gender equality amongst others.

Figure 5. Programme budget by delivery mechanism



At one level, the budget data shows that proportionately the main partners were allocated a substantive share of the budget to implement their specific scopes of work. Conversely, data from the KIIs (government, RUNOs, CSOs, and consultants,) produced different reactions, based on their own experiences in the field. For example, when asked if funds received were adequate for the actions, the government informants agreed that resources provided have been adequate to cover the expenses related to the programme’s activities, especially in terms of personnel. Some additional resources might be needed to cover information technology needs.

For the CSOs, the programme resources are insufficient as more funds are required to support their community-based interventions and key institutions working to mainstream GBV. Ending family violence involves significant funding to sustain interventions and to ensure meaningful long-term impact. While more of the funds available could have gone to satisfy these needs, the programme used them to hire consultants. The feeling among CSOs is that too many consultants were hired, at the expense of more effective interventions towards achieving the programme’s outputs and outcomes. As stated by this key CSO informant:

“Funds are especially critical to ensure that marginalised populations are meaningfully engaged and interventions to support communities have the widest reach”.

As for the RUNOs, they consider the budget to be sufficient for the pillars to perform the activities and complete the work they are supposed to deliver. The challenges that they perceive have more to do with the absorptive capacity of the country. From the RUNOs’ perspective, as stated by a key informant:

“The Spotlight Initiative resources are self-contained and are, fully funded. The UN agencies do not have to use existing budgets; every agency uses their own staff for Spotlight Initiative and also for other initiatives. Agencies are leveraging the programme, building up their own as well”.

As described earlier in this report, some of the interviewed participants felt that the collaborative work approach envisioned for the RUNOs under the “One UN Reform” has not fully materialised. For the implementing partners, the unified approach still has room for improvement. The most frequently mentioned source of frustration is for a partner to have to work with four UN agencies, as is the case for example with the MCGES, as they have to deal with all the different agencies coming to them for the same project.

On the RUNOs' side, the view is that the “One UN” approach has definitely changed the way they work, allowing for a better understanding of what each agency is doing and for greater unity, despite the fact that each agency has its own expertise. While the RUNOs acknowledge that there is still a gap that needs to be closed, at the same time they recognize that the possibilities are there for more inter-agency interaction. As expressed by a RUNO informant:

“Before reform, there were separate funds and separate actions. We changed the paradigm – now we consult, we think together, and we find solutions”.

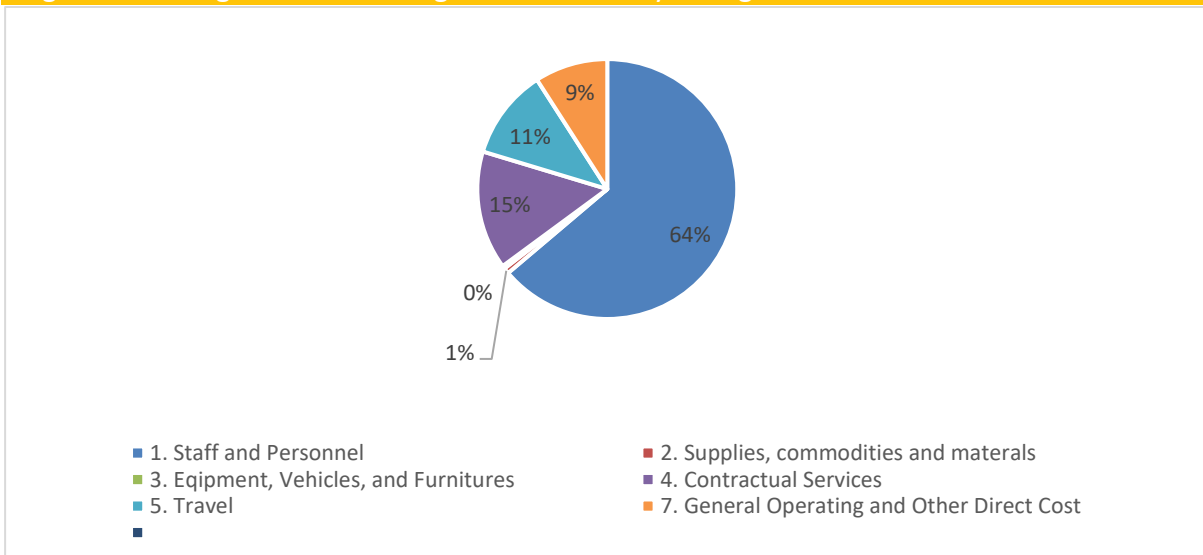
Management cost and staffing levels for the Spotlight programme

The ceiling for programme management cost is set at 18% of the overall budget for the Spotlight Initiative at the global level. In Jamaica, the management costs have reached 19% based on the final budget approved by the Operational Steering Committee (OSC). This percentage corresponds to US\$1,165,155.

Out of this amount, 64% or \$743,595 is allocated to staff and personnel. This is a considerable amount, in comparison to other costs, as can be seen in figure 5 above, and it appears to be proportionate. However, without more data and deeper analysis, it is difficult to indicate otherwise. Worth noting is that some internal stakeholders felt that the allocation was insufficient to meet the programme’s demands. As one of them stated:

“The 18% allocated for management cost is grossly limited as there is no budget allocation to support participatory monitoring sessions and the development of knowledge products. Additionally, due to limited allocations for staff the programme was not able to engage a communication specialist and instead, they had to stick to an assistant, despite the fact that the demands for communication support and for visibility surpass the scope and level of a communication assistant”.

Figure 6. Programme management cost by budget line



Key findings:

- The management costs are set at 19 percent for the Jamaica Spotlight Initiative programme. Close to 65 percent of the amount assigned to management costs is allocated to staff and personnel. However, there is concern that the amount available may not be enough to meet the programme’s demand in terms of expertise and technical capacities.
- Assessing the programme budget by delivery mechanisms showed that the largest percentage of transfers, close to 40 percent, were made to a category labelled “Other”, while slightly less than 30 percent went to the civil society IPs. A deeper review of the budget revealed that these transfers to “Other” were made to RUNOs for a host of activities that they directly implement as part of their work to strengthen the institutional capacity of government and civil society partners. By allocating these payments in the “Other” category, the value added of these activities by the RUNOs and their contribution to the programme is not recognized.
- Despite the agencies’ commitment and their actual efforts to adhere to the “One UN” collaborative approach, government and civil society implementing partners feel that there is still room for improvements at that level and more refinement might be necessary to ensure smoother and more effective interactions between the RUNOs and the IPs.

Recommendations:

- As part of the preparations for Phase II, the Secretariat should reassess the 19% rate approved for management costs and consider, in light of the constraints described by internal informants, and based on the programme’s needs, especially in terms of human resources and expertise, the possibility of increasing this rate to a more reasonable level.
- Prior to Phase II it might be useful to disaggregate the payments to the “Other” delivery mechanism to properly account for the added value of the activities that they support in terms of capacity building, service delivery, and advancement in gender equality amongst others.
- Going forward, the Jamaica Spotlight Coordination team should consider ways to iron out the issues that affect the smooth implementation of the “One UN” collaborative approach, as identified by different stakeholder groups to ensure more effective delivery of the programme.

<p>11A. How effectively is the Initiative managed? 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>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>Support from the Secretariat</p> <p>Based on KIIs predominately with the RUNOs and the Spotlight Coordination Team¹² (SCT), the Secretariat was instrumental and very supportive in the design phase of the CPD. It provided guidance and clarifications to the team on budgetary guidelines, establishment of the CSNRG and best practices from other programmes on the design of the CPD.</p>	

¹² The SCT includes the Spotlight Initiative programme Coordinator, M&E officer, Communication Assistant, representatives of RUNOs and Associated agencies, representation from the EUD)

The Secretariat was always available for consultations via emails, WhatsApp and telephone calls. Among other learning sessions, the RUNOs and the SCT also benefited from webinars and a regional workshop hosted in Jamaica which provided added support to the design phase of the CPD. The Secretariat maintained ongoing communication and support with the teams until the programme was launched, following which it took a step back. However, it was noted, it is always available upon request.

During implementation there was regular dialogue between the three bodies. The RUNOS indicated they had a smooth relationship with good discussions with the Secretariat. Both teams (RUNOS and SCT) noted that they received extensive support in relation to preparation for the MTA, which included a range of reporting templates, as well as guidance on various processes.

Programme Management

National Steering Committee

The National Steering Committee, known as the Spotlight Multi-Stakeholder Steering Committee (SMSSC) in Jamaica was formed under the leadership of the Ministry of Culture, Gender, Entertainment and Sport (MCGES) and the UN Resident Coordinator, and first convened on July 9th 2020¹³ and scheduled to meet annually. The SMSSC's overall responsibility is to guide and oversee the implementation of the Spotlight Initiative Jamaica Programme. More specific functions include reviewing project reports and annual work plans, approving budgetary or programmatic revisions, and supporting risk management for the project at a national level. The committee includes representation from the government, RUNOs, RCO, and the CSNRG. A second SMSSC was held on 14th April 2021.

The governance architecture of the Jamaica Spotlight Initiative and the different structures that it comprises do not seem to be well understood by the different stakeholders, based on the responses to the various questions of the online survey that relate to familiarity with the effectiveness of their contribution to the implementation of the programme.

Only twelve of the 21 survey respondents acknowledged that they were familiar with the role of the **Spotlight Multi-Stakeholder Steering Committee (SMSSC)** as the key decision-making body for the Jamaica Spotlight Initiative.

Of the twelve respondents familiar with the **Spotlight Multi-Stakeholder Steering Committee (SMSSC)**, all believe that the level of their effectiveness in steering the programme has been fair (58%) or a good (42%). In addition, respondents in their comments, consider that the SMSSC has endeavoured to engage all stakeholders and ensure that they understand their role, but that as expected, there is room for improvement in the way the Committee operates.

The Civil Society National Reference Group (CSNRG)

This group has been represented on the SMSSC from inception and includes a diverse set of stakeholders. The role of the CSNRG and the functional issues experienced were outlined in question 4. The Secretariat, the Spotlight Initiative Coordination Team, and UN Women, continue to provide support in remedying the situation.

Overall, the online survey respondents tend to positively view the contributions of the different entities involved in the programme's governance, namely the CSNRG, in steering the implementation of the Jamaica Spotlight Initiative.

The Spotlight Coordination Team (SCT)

¹³ Minutes of the meeting held on July 9th, 2020.

The Spotlight Coordination Team (SCT) supports the programmatic and technical coordination and coherence of the Jamaica Country Programme. The SCT also plays a key role in the programme's quality control process. Led by UN Women, which is formally designated as the technical coherence lead for the Jamaica programme, the SCT operates under the supervision of the RCO. The SCT has been constituted to primarily provide operational guidance and oversight to the programme and is staffed with the Programme Coordinator, an M&E Officer and a Communication Assistant. The SCT also operates with i) Deputy Representatives of the RUNOs and Associate Agencies leading and/or co-leading the programme's different pillars; ii) the Technical Officer of the EU Delegation; and a technical level representative from the MCGES. Aside from its technical coordination and coherence responsibilities, the SCT also oversees the formulation and the implementation of the programme's annual workplans and the management of the programme's resources, among other functions.

Overall, UN Women was seen as the best agency to coordinate the Jamaica Spotlight Initiative programme's technical coherence function; given their level of expertise and mandate in gender equality issues. However, the responses to the online survey clearly point to the fact that there is little familiarity with this specific function among stakeholders at large. While only nine of the 21 survey respondents actually answered the question about which entity is responsible for the technical coherence of the programme, only six correctly answered that UN Women served as the programme's Technical Coherence Lead.

The UN Working groups – These groups are also part of the governance structure of the Jamaica Spotlight Initiative programme and play an active role providing advisory support to the SCT and supporting its implementation. The four groups include: 1) the UN M&E Working Group; 2) the UN Communications Group (UNCG); 3) the UN Theme Group on Human Rights and Gender; and 4) the Pillar Working Groups.

Key findings:

- The Spotlight Secretariat has been and continues to be supportive of the Spotlight Coordination Team (SCT) and of the CSNRG. A respectful and rewarding relationship appears to exist between the RUNOs and the Secretariat, as well as the SCT and the Secretariat.
- The SMSSC is operational and has held two annual meetings to date. The Government of Jamaica, via the MCGES and the RC, continues to co-Chair the committee. Based on the available data, the SMSSC appears to be functioning according to its mandate.
- There are several UN working groups that also support good governance of the programme.
- Overall, the online survey respondents tend to positively view the contributions of the different entities involved in the programme's governance, name the CSNRG, in steering the implementation of the Jamaica Spotlight Initiative.

Recommendations:

- Based on the findings of this MTA, it might be useful to assess the composition of the working groups for inclusivity and diversity, as relevant.

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

The set-up and working of the UN Team (RCO and RUNOS)

While the previous section focused on the governance structures of the Jamaica Spotlight Initiative, and on how they contributed to its overall performance, this section takes a closer look at the way the team operates in light of the programme’s commitment to align with the “One UN” framework.

The analysis in this section is based on the information obtained from the online survey and from the KIIs. It is important to recall that eight of the 21 respondents to the survey identified as RUNOs. Some responses may reflect this bias.

The online survey asked two questions of respondents to assess collaboration between the RCO and RUNOs and also the RUNOs amongst themselves, on a scale of “Very Poor” to “Excellent” and the additional category of “Do not know”.

A slight majority of the respondents (seven or 33 %) assessed the collaboration between the RCO and the RUNOs to be “fair”, while six or 29% rated it as “excellent” and five or 24% “did not know”.

The collaboration amongst the RUNOs, was found to be “good” by seven or 33% of the respondents, while five (or 24%) found it to be “fair” and the same number deemed it to be “excellent”.

Arguably, the results indicate that most respondents appeared to be relatively satisfied with the collaboration. The experiences shared by participants in the KIIs are perhaps best summed up as stated here:

“We are speaking to each other more, there is more understanding, and a more integrated approach, but there is a separateness, a gap that needs to be closed. Each entity has their own expertise and recognition of their own identity but need for more inter-agency interactions”.

As reported elsewhere in the report, the government and civil society implementation partners are generally of the view that the unified approach has room for improvement, particularly when communicating with partners. This is especially true when RUNOs overlap with one partner.

Did the new delivery mechanisms lead to increased efficiency?

In an attempt to assess the efficiency of implementation of the Spotlight Initiative programme, the online survey asked respondents to select levels of “satisfaction” with statements related to various implementation mechanisms according to the UN reform principles.

- Ten, or 48%, of 21 respondents “strongly agreed” that the Spotlight Coordination team effectively play their role of coordinating and ensuring collaboration between all stakeholders. Seven, or 33%, “somewhat agreed” and three, or 14%, were “undecided”.
- Five, or 24%, of 21 respondents, “strongly agreed” that RUNOs are using joint procurement processes. However, seven, or 33%, indicated they “did not know”, while four, or 19%, were “undecided”.
- A majority of the respondents, eleven of the 21 respondents or 52%, “strongly agreed” that the collaboration among RUNOs leads to greater efficiency. Since the question is asking for an opinion, it is logical to assume that collaboration will increase efficiencies.

- However, when respondents were asked if RUNOs use streamlined and effective disbursement processes, there was more uncertainty, likely based on their own experiences in the field. Indeed, seven, or 33%, of the respondents indicated they “did not know”, while six, or 29%, “strongly agreed”, four, or 19%, indicated “somewhat agree”, while two, or 9.5%, were “undecided”.

The survey asked for some narrative responses related to key challenges experienced in implementing the programme as “One UN” and how they could be resolved.

Two main challenges were cited: i) different internal agency financial and procurement processes and protocols, and ii) communication overlaps and gaps. These challenges hampered RUNOs in their efforts to deliver as “one” and created frustration on the part of the CSO partners. Respondents suggested more streamlining of templates and developing a different modality in communicating with partners.

Key findings:

- The information collected for the MTA shows a consensus among key stakeholders that more work needs to be done to adjust the processes to effectively operationalise the “One UN” approach at the programme’s level.
- Although all the UN agencies involved with the Jamaica Spotlight Initiative tried to simplify their requirements and to work together to a good extent, the differences in their systems and processes, especially as it pertains to procurement, inhibited the implementation of the “One UN” approach.

Recommendations:

- On completion of Phase I, the Spotlight Coordination team should convene a task force of key stakeholders to assess the inconsistencies exposed so far in trying to implement the programme in adherence with the "One UN" approach. The task force should also focus on identifying ways to simplify and harmonize the most relevant processes across the UN agencies that can help reduce the transaction costs in terms of delays for their partners, while ensuring that the programme’s implementation is more consistent with the "One UN" approach.
- Consistent with earlier recommendations, urgent attention needs to be paid to communication and collaboration mechanisms between the RUNOs. Attention should be given to what has worked and how those approaches or mechanisms can be extended.

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

What mechanisms and tools for sustainability are in place?

This section looks at what is in place to help sustain the work of the programme and whether sufficient capacities have been built in government or CSO partners. Data is drawn from the CPD, the online survey and the KIIs.

There is no overarching sustainability strategy available for the programme yet, however, sustainability is addressed in the CPD under each pillar. There are several plans, and they follow the logic of the ToC. That is, the ToC dictates the interventions to achieve the outcomes, and subsequently what follows are logical assumptions leading to the desired outcomes.

A KI disclosed that during the design phase of the County Programme Document the country team hosted several stakeholder consultations to support the review and feedback on the overall programme document which included the sections on sustainability for each pillar. These stakeholders represented government and civil society organizations focused on GBV, women’s affairs, security, and other sectors. They were not tasked with developing a sustainability plan. All pillars have sustainability plans that focus on improving the capacity of relevant government agents and CSOs in designing, planning, and implementing programmes that address issues of family violence, multisectoral collaboration, mainstreaming of VAWG and the integration of gender responsive and inclusive budgeting practices.

A KI emphasised that -

“There is significant buy-in at the highest levels, through the MCGES which acts as the lead government ministry for the programme. The BGA which is the key national entity for gender affairs and is closely tied to the programme as it aligns with and supports the goals of the NSAP-GBV. The programme also receives significant support from the MOHW and other key ministries”.

Have activities to ensure sustainability started yet? Are these owned and driven by the appropriate stakeholders?

Overall, the interventions that focus on institutionalisation seem to have a better chance of being sustained given the nature of the scope of work. For example, Pillar 1 has a focus on key laws and has made recommendations for change that have, in principle, been accepted by the government. Pillar 2 also has possibilities, where interventions focus on strengthening existing structures, systems, and mechanisms, to address IPV, sexual abuse, and discrimination against vulnerable groups. Pillar 3 includes activities that update materials for the Health and Family Life (HFLE) curriculum, and the support from Pillar 4 to the government shelters, and the DVICs are extremely likely to be sustained, and hopefully expanded upon. Similarly, the work of Pillar 5 in standardising of data collection protocols and mechanisms also stands a good chance, especially once data results become available, and are used by the public, media, and advocacy groups. Although there is no easy method to ensure sustainability, those as noted above have a greater chance to do so, provided the interventions are well done and the partners are committed and support these changes.

More challenging are those interventions falling under Pillar 6, which tend to be dependent on many other factors to build sustainability. Supporting WROs and other small grassroots and gender-focused CSOs is considered a key investment in the sustainability of the women’s movement as this is integral for the reduction of VAWG, family violence, and the advancement of gender equality. Nevertheless, this requires long-term commitment and multi-year partnerships to effectively strengthen their organisational capacity.

On the one hand, it requires the beneficiary organizations to take advantage of the opportunities provided by the Spotlight Initiative programme for strengthening alliances, networking, and improving advocacy efforts using evidence-based data. On the other hand, the duty bearers need to fulfil their obligations, for example to ensure legislation related to VAWG is passed, and that survivor-focused services are improved and increased, amongst other initiatives also funded under the Jamaica Spotlight Initiative programme.

Sustainability then must be seen as a highly interactive and integrative concept, that does not occur in a vacuum, it is dependent on context, external, and internal factors, and actors. A KI working in a security sector intervention explained the challenge of police training, speaking with a sense of dejection:

“We have sustainability plans for the police, training of trainers, and have been training academy staff, they have got the knowledge and skills, we are just updating them with new content – but there is a disconnect, outside of the academy, those key influencers who work in districts, they need to be trained, so that the plan can work. The new recruits are told to forget what they learned and instead to conform to how it really is on the street”.

Speaking with hope, parents in a focus group discussion were enthusiastic about the new parenting skills they obtained at training. One parent said they had plans to conduct parent/child workshops to impart the knowledge in school, indicating it would benefit themselves and their children, because it is in a volatile community.

The two examples provided above demonstrate the needed agency of those who participate in interventions that can lead to sustainability. For those interventions with stronger possibilities, e.g., legislative support, a KI working in that sector had this to say –

“Legislative changes have the ability to gain traction, but it needs political will. CSOs have grown stronger, and the GOJ mandate is driven by mandates from the people. If development partners continue to support what is happening - the demand for accountability - more can happen”.

Is sufficient local capacity being built to allow managing country process after the end of the initiative?

The online survey question asked if sufficient capacity is being built for local actors to manage the process by the end of the Spotlight Initiative without international expertise. Respondents numbering 21 were asked to answer the question for six different groups of stakeholders on a scale from “Insufficient” to “Sufficient”, and the additional category of “Do not know”. The responses are detailed below:

Perception of Level of Capacity Being Built by Key Stakeholders’ Groups to Ensure Sustainability of the Spotlight Initiative programme interventions

Local Actors Groups	Insufficient		Somewhat Insufficient		Neither		Somewhat Sufficient		Sufficient		Do Not Know		# of Respondents
	1	5%	2	10%	3	14%	3	14%	4	19%	8	38%	
Central Govt.	1	5%	2	10%	3	14%	3	14%	4	19%	8	38%	21

Local Govt.	1	5%	4	19%	3	14%	2	10%	3	14%	8	38%	21
Civil Society organisations	2	10%	0	0%	2	10%	7	35%	4	20%	5	25%	20
Community & grassroots organisations	1	5%	1	5%	3	14%	7	33%	4	19%	5	24%	21
Womens' movement organisations	2	10%	0	0%	2	10%	7	33%	3	14%	7	33%	21
Groups representing women & girls facing violence	2	10%	0	0%	2	10%	7	33%	4	19%	6	28%	21

The consensus as derived from the survey responses indicates that most people are not sure of the extent to which sufficient capacity is being built for local actors to manage the process by the end of the programme's implementation without international expertise, or more broadly, support from international development projects is still needed.

One KI had this to say:

“The initiative is not sufficiently designed for long term sustainability. It is capable of identifying the problem, addressing it in the present, but not the future. But transformation is not possible in 3 years. But I do not think it is for the EU or UN to do this, I am not sure the political will is there. The education system is not mainstreaming gender. Why, we as a nation, are satisfied that the EU and UN are coming to do this? I would like to see a coalescing of all different agencies in Spotlight, take a more foundational approach”.

What skills and effort by the RUNOS are needed to ensure that CSOs could continue the Initiative?

Some of the good practices include the opportunities created by the Spotlight Initiative for CSOs and for groups of different size to share good practices amongst themselves and to build new links and alliances. This is particularly important for the smaller groups, including the WROs, male groups, and youth groups. Creating spaces for this to occur within the remaining time of the Spotlight Initiative programme and collaboratively identifying options for its continuation was suggested several times as useful contribution. The CSNRG would be one such opportunity for continuity, as well as the MCGES affiliated Gender Advisory Council. Creating greater technical coherence around gender, writ large, advances SDG 5 – Gender Equality.

Key findings:

- There is no overarching sustainability plan for the programme. All pillars have sustainability plans that focus on improving the capacity of relevant government agents and CSOs in designing, planning, and implementing programmes that address issues of family violence, multisectoral collaboration, mainstreaming of VAWG and family violence in programmes plans and policies and the integration of gender responsive practices.
- The interventions that focus on institutionalisation have a greater chance of being sustained due to the nature of the scope of work, which includes most Pillars. Pillar 6 has a broad focus on capacity

building and strengthening of gender-focused CSOs and the national women's movement, that require other variables, namely longer-term financial commitment and partnerships to build sustainability, and these must be assessed by a different standard. These interventions are the foundation of growth and sustainability. They will drive the reduction of VAWG, family violence, and the advancement of gender equality.

- The Spotlight Initiative programme is aspirational in concept and complex to deliver. In that respect it is expanding on existing foundation work and providing greater opportunities for sustainability that can still be improved upon before the programme is completed.

Recommendations:

- For Phase II, engage with government partners on those initiatives that are becoming embedded and institutionalised within government systems. Similarly, assess critical gaps in sustainability that can be filled by the Spotlight Initiative.
- On completion of Phase I of the Spotlight Initiative programme in Jamaica, build on emerging good practices by supporting future initiatives that focus on CSO networking and alliance building, especially for women's right organisations and social justice advocates, ensuring a co-creation design. For Phase II, prioritise opportunities for networking and best practice sharing with all size CSOs.

F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

- For the most part the programme design is well aligned to the Spotlight Initiative principles as listed in the Spotlight Initiative Fund TORs and aligns well with the SDGs. A majority of the stakeholders interviewed or surveyed for the MTA have confirmed this assessment.
- Some gaps and limitations are perceived in the implementation of some of the programme’s activities particularly as it pertains to key groups being “left behind”, as is the case with boys and men that are seen as not being sufficiently engaged, and also with children and people with disabilities, the LGBTQI+ community, and rural women.
- The programme design used an extensive consultative approach, as opposed to a participatory planning process as many stakeholders were led to believe. Although consultation was appreciated, most CSO informants feel that they were not part of the actual planning process, and their opinion is that the final design of the programme appeared to be more “top-down” with “roles and activities being given to them”.
- Participants in the KIIs acknowledged that the needs in Jamaica were great, but some felt that the Spotlight Initiative programme was trying too hard to meet all of the needs and it might have been better to focus resources on only a few selected needs instead.
- The Theory of Change (ToC) is comprehensive and is in alignment with Jamaica’s national priorities and plans and with the SDGs. There is widespread agreement that the ToC is well articulated, that it promotes collaboration, and that it could be valuable for reporting purposes. However, some key informants from IPs were less convinced about the overall efficacy and usefulness of reporting and do not find it sufficiently adapted to the local context.
- The results framework and related indicators are a helpful tool, however, interviewed informants believed that the indicators did not fully capture the full range of work being done.
- The CPD and the Inception Report did a reasonable job of considering the country context and the risk management matrix identified several relevant risks, among them the propensity for Jamaica to suffer from natural disasters, especially those exacerbated by climate change and the potential that national disasters may absorb resources and technical expertise needed for the Spotlight programme.
- The non-pandemic related delays that affected the programme’s implementation resulted for the most part from the slow pace of decision-making deliberations and approval processes especially in relation to budget allocations, predominately occurring on the government side.
- There was a timely, efficient, and effective response to reprogram with the onset of the COVID-19 pandemic. The consistent commitment from all the key stakeholders involved in the Spotlight Initiative programme was evident in how each partner pivoted and found creative ways to continue delivering their activities.

Recommendations

- a) For the next phase, there is a need to consider more nuanced and targeted efforts to increase the involvement of those perceived to be “left behind” by the programme. For example, some new,

male-only activities could be added to the different pillars, with the aim of engaging and encouraging the participation of men and boys. (RUNOs)

- b) Design a number of interventions under the relevant pillar, that would target, among others, groups such as special education students and sex workers. Similarly, some measures could be taken to expand the pool of funding available for grants to smaller-scale organisations that cater to rural women. (RUNOs)
- c) There is a need for the leadership of the Jamaica Spotlight programme to encourage greater ownership of the pillars by participating IPs and CSOs. To that end, the pillar leads could involve their IPs and other CSOs in discussing relevant findings from the MTA and lessons from Phase 1 to figure out steps needed to strengthen the feedback mechanisms and find ways to address emerging problems more quickly and more effectively.
- d) Given the programme's commitment to use stakeholders' insights to inform its decision-making, especially in regards to improving the delivery of services, the Country Coordinating Team should work with the RUNOs to explore concerns and effective ways to help improve the transparency and the responsiveness of all consultation exercises with stakeholders.
- e) In developing the workplans for Phase II, it might be useful for the Jamaica Spotlight programme team to reassess the feasibility of certain activities and adjust as necessary in relation to the ToC.
- f) Similarly, there is a need to reassess the programme's results framework to adjust some of its indicators and targets especially for the more immediate outcome levels to ensure that they are more reflective of the current reality in terms of pace of implementation, capacity challenges, constraints linked to the local context, and most promising activities.
- g) Going forward, should budget reallocations take place, consideration ought to be given to the possibility of bringing on board additional results-based monitoring (RBM) expertise to support the IPs and grantees and help strengthen their reporting. In the case of IPs and grantees whose involvement with the programme has run its course, support could be considered for retrospective analysis toward a stronger evidence-based story about the merits and the impact of the Spotlight Initiative in Jamaica at the end of its implementation.
- h) Assess the emergent modalities used to continue the programme, with a view to incorporating those which offered the best return in value of – use of funds, ongoing participation, inclusion, technical capacity building, and others. This recommendation can become a part of recommendations 1 and 2, in Question # 5.

2. GOVERNANCE:

- The Government is actively committed at the technical level, and evidence also points to the active involvement of the Minister responsible for Gender Affairs. However, questions arise whether sufficient collaboration is taking place amongst the various ministries at the higher levels to support the structural changes and budgetary resources required to fulfil, continue, and sustain the gains being made by the Spotlight Initiative.

- The BGA appears to be over-committed in general, and in relation of their ongoing policy roles and project related workload, not all of which is linked to the Spotlight Initiative. This has led some to question whether sufficient resources are allocated to the agency to take on these multiple roles.
- Both CSOs and the RUNOs demonstrate ownership and commitment to their work, despite issues of engagement, collaboration and overlapping communication and activities.
- The CSNRG was constituted to fully support the entire programme, through engagement, monitoring, technical advice, and providing important feedback and ongoing information to the UN Team. At the time of writing the CSNRG is not functioning fully, due to a variety of issues including roles, conflict of interest, and meaningful participation. The Spotlight Country Coordination Team and the Secretariat is seeking to resolve the issue.
- The Spotlight Secretariat has been and continues to be supportive of the Spotlight Coordination Team (SCT) and of the CSNRG. A respectful and rewarding relationship appears to exist between the RUNOs and the Secretariat, as well as the SCT and the Secretariat.
- The SMSSC is operational and has held two annual meetings to date. The Government of Jamaica, via the MCGES and the RC, continues to co-Chair the committee. Based on the available data, the SMSSC appears to be functioning according to its mandate.
- There are several UN working groups that also support good governance of the programme.
- Overall, the online survey respondents tend to positively view the contributions of the different entities involved in the programme's governance, name the CSNRG, in steering the implementation of the Jamaica Spotlight Initiative.

Recommendations

- a) Looking forward and taking advantage of the MTA findings, a convening of higher-level key ministries might be useful to assess the sustainability of gains being made under Spotlight Initiative, and whether the structural and budgetary adjustments have been or are being made within and across government sectors, to further sustain them.
- b) The resolution of identified issues and the rebuilding of the CSNRG should be identified as a priority task for Phase II. The programme's leadership should engage in a dialogue with existing and potential members to allow for the co-creation of meaningful roles and responsibilities, including improved communication mechanisms, expected and realistic time inputs, and scope of work. Consideration should be given to an honorarium and to make sure expenses are paid.
- c) Based on the findings of this MTA, it might be useful to assess the composition of the working groups for inclusivity and diversity, as relevant.

3. PROGRAMME MANAGEMENT:

- The core mandates, experience, and expertise of the four RUNOs (UN Women, UNDP, UNICEF, and UNFPA) and the three supporting agencies (PAHO, UNAIDS, and UNESCO) are well aligned with the six pillars of the Jamaica Spotlight Initiative.
- While the efforts by the agencies involved in the Jamaica Spotlight Initiative Programme to adhere to the “One UN” approach are evident, the general feeling is that they are still on a learning curve. As agencies strive to move away from the many years of individual identities, the “One UN” identity will take time to grow, especially in challenging settings such as Jamaica.
- Given the complexity of the Spotlight Initiative implementation model, the RCO is credited to have played an important role in maintaining an arms-length position, allowing for effective mediation, troubleshooting and strategic interventions at the higher partnership levels.
- The management costs are set at 19 percent for the Jamaica Spotlight Initiative programme. Close to 65 percent of the amount assigned to management costs is allocated to staff and personnel. However, there is concern that the amount available may not be enough to meet the programme’s demand in terms of expertise and technical capacities.
- Assessing the programme budget by delivery mechanisms shows that the largest percentage of transfers, close to 40 percent, were made to a category labelled “Other”, while slightly less than 30 percent went to the civil society IPs. A deeper review of the budget revealed that these transfers to “Other” were made to RUNOs for a host of activities that they directly implement as part of their work to strengthen the institutional capacity of government and civil society partners. By allocating these payments in the “Other” category, the value added of these activities by the RUNOs and their contribution to the programme is not recognized.
- Despite the agencies’ commitment and their actual efforts to adhere to the “One UN” collaborative approach, government and civil society implementing partners feel that there is still room for improvements at that level and more refinement might be necessary to ensure smoother and more effective interactions between the RUNOs and the IPs.
- The Spotlight Secretariat has been and continues to be supportive of the Spotlight Coordination Team (SCT) and of the CSNRG. A respectful and rewarding relationship appears to exist between the RUNOs and the Secretariat, as well as the SCT and the Secretariat.
- The SMSSC is operational and has held two annual meetings to date. The Government of Jamaica, via the MCGES and the RC continue to co-Chair the committee. Based on the available data, the SMSSC appears to be functioning according to its mandate.
- There are several UN working groups that also support good governance of the programme.
- Overall, the online survey respondents tend to positively view the contributions of the different entities involved in the programme’s governance, name the CSNRG, in steering the implementation of the Jamaica Spotlight Initiative programme.
- The information collected for the MTA shows a consensus among key stakeholders that more work needs to be done to adjust the processes to effectively operationalise the “One UN” approach at the programme’s level.

- Although all the UN agencies involved with the Jamaica Spotlight Initiative programme tried to simplify their requirements and to work together to a good extent, the differences in their systems and processes, especially as it pertains to procurement, inhibited the implementation of the “One UN” approach.

Recommendations

- a) Going forward, enhanced attention must be given to streamlining the communication and coordination approach, methods, and mechanisms, between the RUNOs themselves, and between the RUNOs and the IPs and grantee groups.
- b) The RCO should consider convening periodic lessons learned sessions with all the agencies involved in the Jamaica Spotlight Initiative, to specifically interrogate the manifestations of the “One UN” identity in the programme’s implementation and collectively determine strengthening and cohesion strategies.
- c) As part of the preparations for Phase II, the Secretariat should reassess the 19% rate approved for management costs and consider, in light of the constraints described by internal informants, and based on the programme’s needs, especially in terms of human resources and expertise, the possibility of increasing this rate to a more reasonable level.
- d) Prior to Phase II, it might be useful to disaggregate the payments to the “Other” delivery mechanism to properly account for the added value of the activities that they support in terms of capacity building, service delivery, and advancement in gender equality amongst others.
- e) Based on the findings of this MTA, it might be useful to assess the composition of the working groups for inclusivity and diversity, as relevant.
- f) On completion of Phase I, the Spotlight Coordination team should convene a task force of key stakeholders to assess the inconsistencies exposed so far in trying to implement the programme in adherence with the "One UN" approach. The task force will also focus on identifying ways to simplify and harmonize the most relevant processes across the UN agencies that can help reduce the transaction costs in terms of delays for their partners while ensuring that the programme’s implementation is more consistent with the "One UN" approach.
- g) Consistent with earlier recommendations, urgent attention needs to be paid to communication and collaboration mechanisms between the RUNOs. Attention should be given to what has worked and how those approaches or mechanisms can be extended.

4. PROGRAMME IMPLEMENTATION AND RESULTS:

- There was insufficient information and qualitative data available for the MTA to assess results against the approved workplan and progress towards the output targets set forth in the results framework.
- The qualitative data collected through the KIIs and the FGDs indicated a general sense of quality and satisfaction with the programme’s outputs and its performance towards achieving at least some of them.

- The Covid-19 pandemic created the most disruption and delays in the programming of the Jamaica Spotlight Initiative. The response to the pandemic is considered to have been timely and the reprogramming was done efficiently and effectively.
- Delays in higher level government responses have also affected the pace of programming. However, the government agencies at the local operational level appear to be engaged and committed to the Spotlight Initiative programme.
- The CPD and the Inception Report did a reasonable job of considering the country context and the Risk Management Matrix identified several relevant risks, among them the propensity for Jamaica to suffer from natural disasters, especially those exacerbated by climate change and the potential that national disasters may absorb resources and technical expertise needed for the Spotlight Initiative programme.
- The non-pandemic related delays that affected the programme's implementation resulted for the most part from the slow pace of decision-making deliberations and approval processes, especially in relation to budget allocations, predominately occurring on the government side.
- There was a timely, efficient, and effective response to reprogram with the onset of the COVID-19 pandemic. The consistent commitment from all the key stakeholders involved in the Spotlight programme was evident in how each partner pivoted and found creative ways to continue delivering their activities
- According to the financial data from quarter 3 of 2021, the Jamaica Spotlight Initiative programme has achieved a budget delivery (expenditure commitments) of 52% for all the RUNOs combined. UNDP had the highest combined expenditure commitment rate which seemed to be linked to overspends. All the other agencies also exhibited overspends. UN Women had the lowest expenditure commitment rate.
- Delays related to the bureaucratic processes and procedures in the public sector continue to negatively impact the programme implementation timelines.
- Although RUNOs are seen to exhibit high levels of technical knowledge and expertise, collaboration and communication issues continue to affect their efficiency and their ability to effectively manage the implementation of the Spotlight Initiative and especially their working relationships with the government and civil society partners.
- There is no overarching sustainability plan for the programme. All pillars have sustainability plans that focus on improving the capacity of relevant government agents and CSOs in designing, planning, and implementing programmes that address issues of family violence, multisectoral collaboration, mainstreaming of VAWG and family violence in programmes plans and policies and the integration of gender responsive practices.
- The interventions that focus on institutionalisation have a greater chance of being sustained due to the nature of the scope of work, which includes most Pillars. Pillar 6 has a broad focus on capacity building and strengthening of gender-focused CSOs, and the national women's movement, that require other variables, namely longer-term financial commitment and partnerships to build sustainability, and these must be assessed by a different standard. These interventions are the foundation of growth and sustainability. They will drive the reduction of VAWG, family violence, and the advancement of gender equality.

- The Spotlight Initiative programme is aspirational in concept and complex to deliver. In that respect it is expanding on existing foundation work and providing greater opportunities for sustainability that can still be improved upon before the programme is completed.

Recommendations

- a) Going forward, the Spotlight Initiative Secretariat and the Jamaica Spotlight Coordination team should reassess the programme's results matrix and make adjustments in light of what is doable and what is achievable, while taking into account the context of COVID-19 delays and the findings of this MTA.
- b) As preparations begin for Phase II, and drawing from the findings of the MTA, the RCO and the EUD should explore, together with government partners, ways to elicit greater commitment at the higher levels to ensure that their agencies respond in a timely and effective manner to the programme's requests especially if, as predicted, the COVID-19 pandemic recedes somewhat.
- c) In line with the previous recommendation, the RCO and the EUD should take a closer look at the challenges facing the BGA, given its pivotal role in the programme's implementation. An increase in resources (budgetary and personnel) to the BGA would not only signal serious commitment to the Spotlight Initiative programme, but overall commitment to improving gender equality in Jamaica.
- d) Assess the emergent modalities used to continue the programme, with a view to incorporating those which offered the best return in value of – use of funds, ongoing participation, inclusion, technical capacity building, and others. This recommendation can become a part of recommendations 1 and 2, in Question # 5.
- e) As Phase 1 is coming to an end, the Spotlight Coordination team should verify the overspends as noted and assess whether mitigation actions are needed.
- f) As noted in recommendation 1, in question #2, attention needs to be paid to the collaboration and communications issues amongst the RUNOs and the impact on programme implementation.
- g) For Phase II, engage with government partners on those initiatives that are becoming embedded and institutionalised within government systems. Similarly, assess critical gaps to sustainability that can be filled by the Spotlight Initiative in the second phase.
- h) On completion of Phase 1 of the Spotlight programme in Jamaica, build on the emerging good practices by supporting future initiatives that focus on CSO networking and alliance building, especially for women's right organisations and social justice advocates, ensuring a co-creation design. For Phase II, prioritise opportunities for networking and best practice sharing with all size CSOs.

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 - 2020	yes
Annex A Country Report (included in the Annual Report)	yes
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	no
Spotlight Initiative financial information on the MPTF Gateway	yes
Knowledge management workplan	yes
National CSO Reference Group workplan -CSNRG	yes
CSO Reference Group Bios - CSNRG	yes
Communication workplan	yes
Stories directly from the Calendar	yes
Other documents	
COVID reprogramming spreadsheet - Spotlight Initiative Jam- July 2020	
COVID-19 Budget response spreadsheet 2020	
KM products - brief reviews of various research reports, training manuals /guides	
Pillar 1 – brief review of: reviews w/recommendations completed, submissions to joint select committee	
Pillar 5 – brief review of study reports	
Spotlight Initiative minutes of Multi-stakeholder National Steering Committee Meeting, July 09, 2020,	
CSO Report – IGDS #1	
CSO Report – IGDS # 2	
Final Spotlight Report – IGDS	
Pillar 1 Report – IGDS	
Legal Review of Polices for Inter-Agency Data Sharing Protocols for VAWG – UNDP – Pillar 1	
The Domestic Violence Act Review – UNDP - Pillar 1	
Sexual Harassment Bill (2020) - Submission to the Joint Select Committee of Parliament – UNDP - Pillar 1	
Revision of the Sexual Offences Act & Offences against the Person Act – for submission to Minister of Justice – UNDP - Pillar 1	
Revision of the Child Care & Protection Act – for submission to Minister of Education, Youth & Information – UNDP - Pillar 1	
The Law Reform (Zones of Special Operations (ZOSOs) Special Security & Community Development Measures Act – for submission to the Joint Select Committee of Parliament – UNDP - Pillar 1	
Event Report – Pillars 3 & 2 – EVE for Life (IP) and UNDP July 2021	
Consultant Report – Activity Report – Ministry of Health & Wellness, UNDP – Pillar 2 August 2021	

Submission of Proposed VAWG Prevention Framework for Integration into Citizen & Security Programmes (ZOSOS) to the Jamaica Social Investment Fund (JSIF) & the Social Intervention Committee – UNDP – Pillar 2
Submission of VAWG Prevention Strategy for Integration into integration into Clarendon Local Sustainable Development Plan (LSDP) – UNDP – Pillar 2
Submission of VAWG Prevention Strategy for Integration into integration into St. Thomas Local Sustainable Development Plan (LSDP) – UNDP – Pillar 2
IPTT Data – Disaggregation Pillar 3 – Sept 2021 – UNICEF
Training Event Report – Pillar 3– EVE for Life (IP) and UNICEF July 2021
Final Q3 Report – WMW Jamaica
Final WMW Training Event Report Group 1 HFLE – UNFPA – Sept/Oct 2021
Final WMW Training Event Report Group 2 - HFLE – UNFPA Oct 2021
Children First (IP) – Pillar 3 - Project Highlights: Audio files/events x2, 1 short video, Theatre for Development Review & Training Session – June/July 2021
Training Event Reports - Pillar 4 – UWI Faculty of Medical Sciences – UNFPA Sept., Oct, Nov 2021
Training Event Report - Pillar 4 – WMW – UNFPA Nov /Dec.2021
Pillar 4 – Draft Multi-Agency SOPs for Providing a Continuum of Care to Survivors of GBV – Dec 2021 /UNFPA
Training Event Report - Pillar 4 – BGA – UNFPA Dec.2021
Pillar 4 - Protocols for Parish Justice Centres on Service Delivery for GBV – UNFPA
Pillar 4 - Accessing Justice for Survivors of GBV – Jamaicans for Justice - UNFPA
Pillar 4 – An Imperative to Leave No one behind: Supporting Civil Society to offer Intersectional GBV Services to marginalised communities in Jamaica - UNAIDS & UNFPA
Pillar 4 - National Shelter Strategy and Comprehensive Guidelines - BGA – UNFPA
Pillar 4 -Jamaica Helpline – SOPs – BGA – UNFPA
Pillar 4 – Jamaica Directory of Psychosocial Services for Survivors of GBV – BGA – UNFPA
Pillar 4 –Multi Agency referral Protocols for GBV – BGA – UNFPA
NSC Meeting Summary notes– April 2021
CSNRG – Guidance note – Spotlight Secretariat – NY
Draft Report of UN Partnership Forum – CSNRG – hosted /presented Day 2 – Oct. 2021
Observation of various online events – Panel Discussions, Film.

ANNEX 2: LIST OF PERSONS INTERVIEWED

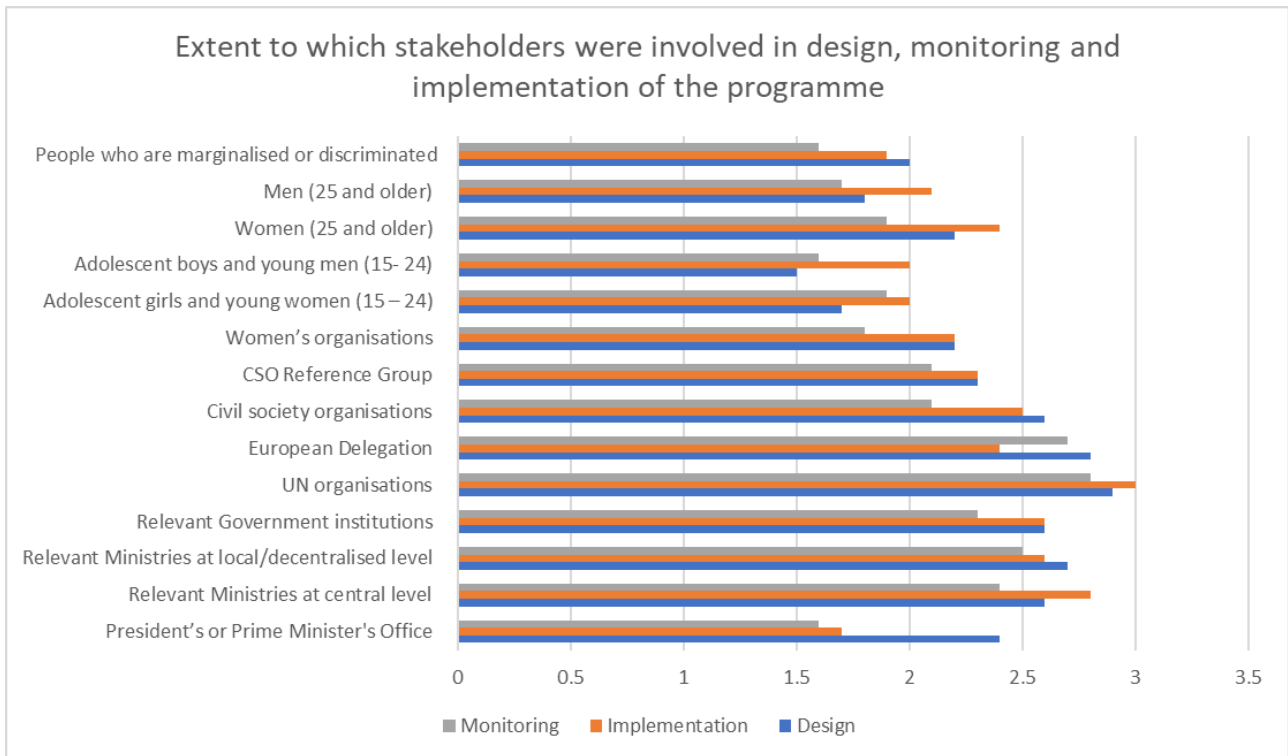
Stakeholder group	Institution / organisation	Name (only if consent was provided)	Position
UN	UN RC	Garry Conille	Resident Coordinator
EU	EU	Aniceto Rodriquez	Head of Cooperation
EU	EU	Vanna Lawrence	Project Manager
RUNO	UN Women	Toni Ann Brodber	Resident Representative
RUNO	UN Women	Monique Long	Planning and Coordination Specialist & Technical Coherence Lead
RUNO	UN Women	Tara Padmore	–Programme Analyst
RUNO	UN Women	Isiuwa Iyehen	Programme Specialist, Economic Empowerment and Statistics
RUNO	UN Women	Clyde Lawrence	Program Associate & M&E Focal Point
RUNO	UNFPA	Denise Chevannes-Bogle	Specialist - HIV
RUNO	UNFPA	Elga Salvador	Specialist – Gender & Pillar 4 Focal Point
RUNO	UNFPA	Seth Broekman	Deputy Director, Sub-Regional Office for the Caribbean
RUNO	UNFPA	Jascene Dunkley-Malcolm	Communication and Partnership Specialist
RUNO	UNICEF	Donneth Edmondson	M&E Specialist
RUNO	UNICEF	Charlene Coore Desai	Child Protection Specialist
RUNO	UNICEF	Novia Condell	HIV Specialist & Pillar 3 Technical Pillar Lead
RUNO	UNICEF	Rebecca Tortello	Specialist - Education
RUNO	UNICEF	Samantha Gayle	Specialist – Health
RUNO	UNICEF	Gail Hoad	Communication for Development Consultant & M&E Focal Point
RUNO	UNICEF	Ross Shields	Communication Specialist
RUNO	UNICEF	Delgado Smith	Planning and Budget Associate and M&E Focal Point
RUNO	UNDP	Shellian Forrester	Technical Lead Pillars 1 & 2

Stakeholder group	Institution / organisation	Name (only if consent was provided)	Position
RUNO	UNDP	Anika Gray	Consultant
UN Spotlight Coordination Team (SCT)	UN (SCT)	Alicia Bowen-McCulskie	Coordinator
UN (SCT)	UN (SCT)	Sharon Lamonth	M&E & Focal Point for MTA
UN (SCT)	UN (SCT)	Stefan Morris	Communications Assistant
UN (SCT)	UN (SCT)	Monique Long	Planning and Coordination Specialist and Technical Coherence Lead
GOJ National	Bureau of Gender Affairs (BGA)	Sharon Coburn-Robinson	Principal Director
GOJ National	Bureau of Gender Affairs (BGA)	Tameka Peart	National Shelter Director, BGA
GOJ National	Ministry of National Security - Jamaica Constabulary Force (JCF)	Yvonne Martin Daley	Senior Superintendent
GOJ National	Ministry of National Security - Jamaica Constabulary Force (JCF)	Jacqueline Dillon	Inspector – Head of DVICs
Implementing Partner - CSO	Eve for Life	Joy Crawford	Executive Director
Implementing Partner - CSO	Woman Inc.	Joyce Hewett	Executive Director
Implementing Partner - CSO	ReTHINK Development	Carol Watson-Williams	Principal Consultant, RETHINK JA
Implementing Partner – CSO- Academia	Institute of Gender & Development Studies (IGDS) – University of the West Indies (UWI) Regional Coordinating Unit	Imani Tafari-Ama	Research Fellow
Implementing Partner – CSO	WMW Jamaica (WRO)	Judith Wedderburn	Executive Director /Founding Member
Implementing Partner - CSO	WMW Jamaica	Hilary Nicholson	Program
Implementing Partner -CSO	WMW Jamaica	Helen Atkins	Project Consultant – M&E Officer, Trainer, Team Lead
Implementing Partner -CSO	RISE Life	Kenneth Barnes	Project Manager
Implementing Partner -CSO	RISE Life	Shawn McGregor	Program Manager
Consultants	Pillar 6	Michelle Mendes	Pillar 6 – UN Women, consultant - social accountability tool

Stakeholder group	Institution / organisation	Name (only if consent was provided)	Position
Consultants	Pillar 4	Gerrard Campbell	Pillar 4 - UK, Senior police Officer
Consultants	Pillar 2	Neelam Sarkaria	Pillar 2 - – leading on the judicial sector
Consultants	Pillar 4	Althea McBean	UNFPA Pillar – Attorney - essential service delivery, particularly justice sector, parish centres,
Consultants	Pillar 4	Jeehan Miller-Geehan	UNFPA Pillar 4 - IT Infrastructure
CSO Grassroots/ grantee - FGD	Jamaica Household Workers Union (JHWU)	Patricia Allen	
CSO Grassroots/ grantee - FGD	Stand Up for Jamaica	Agreed to participate / did not provide name	
Beneficiaries - Parents FGD	Paul Bogle School, St. Thomas	Agreed to participate /No names	
Beneficiaries - Parents FGD	Paul Bogle School, St. Thomas	Agreed to participate /No names	
Beneficiaries - Parents FGD	Iris Gelly School, Kingston & St. Andrew	Agreed to participate /No names	
Beneficiaries - Parents FGD	Iris Gelly School, Kingston & St. Andrew	Agreed to participate /No names	Iris Gelly School, Kingston & St. Andrew
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Orlando Johnson	JCF – Centre Manager for Alexandria, St. Ann
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Corporal Ellis	JCF – Centre Manager for Alexandria, St. Ann
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Chantell Hayle	JCF – Centre Manager for Negril, Westmoreland
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Latoya Garrick	JCF – Centre Manager for Gayle, St. Mary
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Marlene White-Jarrett	JCF – Centre Manager for Hayes, Clarendon
Domestic Violence Intervention Centres (DVIC)	Jamaica Constabulary Force (JCF)	Desrine McLeod	JCF – Centre Manager for Santa Cruz, St. Elizabeth

ANNEX 3: EXTRACT FROM ONLINE SURVEY RESULTS

Online Survey: Response to the question - “On a scale from 1 to 3, to what extent were the following stakeholders involved in the design, monitoring and implementation of the programme”.



ANNEX 4: 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	Achieved	Achieved
		Parental authority in divorce	Achieved	Achieved
		Inheritance rights of widows	Achieved	Achieved
		Inheritance rights of daughter	Achieved	Achieved
		Laws on domestic violence	Not achieved	In progress
		Laws on rape	Not achieved	Not achieved
		Laws on sexual harassment	In progress	In progress
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	NA
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.	Total parliamentarians	Not achieved	Achieved
		Women parliamentarians	Not achieved	Achieved
		Total HR staff	NA	Achieved
		Women HR staff	NA	NA
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	Achieved	Achieved
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 or subnational	NA	Achieved
Output	Indicator 2.1.2 Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP.	None	Achieved	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	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	Achieved	NA
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	NA
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.	Women	NA	Not achieved
		Men	No data	No data

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	NA
OUTCOME 3: Gender equitable social norms, attitudes and behaviors 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.	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)	FGM	NA	NA
		Child Marriage	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	NA
Output	Indicator 3.1.1 Existence of a draft new and/or strengthened Comprehensive Sexuality Education in line with international standards	None	NA	NA
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	NA	In progress
		Girls in school	NA	In progress
		Boys in school	NA	In progress
		Total out of school	NA	Not achieved
		Girls out of school	NA	In progress
		Boys out of school	NA	Not achieved
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	Achieved
		Subnational	NA	Achieved
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.	Women	NA	Achieved
		Men	NA	Achieved
		Girls	NA	Achieved
		Boys	NA	Achieved
Output	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	Total	Not achieved	Not 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.	Total	NA	Not 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.	Total	NA	NA
		LNOB	NA	NA

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.		NA	NA
Output	Indicator 3.3.4 Number of journalists with strengthened capacity to sensitively report on VAWG and GEWE more broadly. [Total]	Total	NA	Achieved
		Women	NA	Achieved
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	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	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	Not achieved	Not achieved
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	Achieved	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]	Total	Not achieved	Achieved
		Women	Not achieved	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.	LNOB	NA	Achieved
		Grassroots	NA	Achieved
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.	Total	NA	Achieved
		Women	NA	Achieved
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.	Total	NA	Achieved
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.	Total	NA	Not achieved
Output	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	Total	NA	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	Girls with Access to ES	NA	Not achieved
		Women with access to ES	NA	Achieved
		Girls with access to longer term recovery	NA	Not achieved
		Women with access to longer term recovery	NA	Not achieved
Output	Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination.	None	Achieved	In progress
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.				

Output	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
Output	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	NA	NA
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	Achieved	Not achieved
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	NA	NA
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. [Total]	Total	NA	Achieved
		Women	NA	Achieved
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 [Total]	None	NA	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	Not 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	Achieved
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	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	None	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]	Total	NA	In progress
		Youth	NA	In progress
		LNOB	Achieved	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	Total	NA	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.	Total	NA	Not 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	Total	NA	Not achieved
Output	Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and	Total	Not achieved	In progress

	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.			
--	--	--	--	--