

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review

Projects and programmes

Project Title

Regional Spotlight Mid Term Assessment

Project Reference

EU Delegation in charge

Key Information				
Domain (instrument)	Region: Latin America			
DAC Sector	Human and Social Development: " Gender Equality ".			
Zone Benefitting from the Action	Latin America			
Type of Project/Programme	Geographic			
Geographic Implementation	Regional			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	USD 3,500,000			
Project Implementation Dates	Start date	15 June 2019	Phase 1 completion date	14 June 2021
ROM expert(s) name(s)	Margarita Sanchez, Xenia Serrano, Marta Medina			
Field phase	Start date	14 April 2021	End date	31 July 2021

Summary score: green (good) orange (problems) red (serious deficiencies)							
<div><div></div><div></div><div></div></div>							
Relevance	1	2	3	4	5	6	
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	
Efficiency	7	8	9	10	11		
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>		
Effectiveness	12	13	14				
	<div></div>	<div></div>	<div></div>				
Sustainability	15						
	<div></div>						

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	4	NA
Partner country government	NA	NA
UN agencies	18	4
CSO reference group	3	3
Implementing partners	29	3
Final Beneficiaries	1	1
Other	NA	1
EU Delegation	55	12

Key Documents	Number
Essential Documents	14
Other documents	159
Total	173

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

Introduction

The main objective of the Spotlight Initiative Latin America Regional Programme (LARP) is to work to prevent, respond to and, as a goal, eliminate violence against women and girls and femicide/feminicide (VAWG+FF) in the Latin American region ¹and the sub-region of the Central American Integration System (SICA), building with a comprehensive and intersectional approach and strengthening multi-stakeholder alliances with civil society organisations (CSOs), intergovernmental bodies, United Nations System agencies (UNS), private enterprise, among others to agree on a critical mass of traditional and non-traditional actors that will lead to positive change.

The regional programme aims to add value, maximize investment, and contribute to the scale, sustainability, visibility, lessons learned, and replication or scaling up of programmes to prevent and address femicide/feminicide and violence against women and girls across the Latin American region. It also aims to address structural and systemic aspects of VAWG+FF that extend across borders and cannot be solved entirely from a national perspective. The regional component encourages regional institutions to advance policies to prevent femicide/feminicide in a context where women's human rights are being challenged and where some countries are dismantling previously agreed policies on gender equality. Therefore, in addition to the issues of migration and femicide, it also addresses VAWG+FF in contexts of high social conflict, organized crime, and situations of high vulnerability, under an intersectional approach with an emphasis on indigenous women, girls and adolescents, women with disabilities, and women in situations of human mobility.

The Spotlight Initiative in this regional programme is implementing specific investments to meet the proposed objectives to raise awareness of VAWG+FF, contribute to changing social norms and attitudes towards women, develop essential and accessible quality services for victims and survivors of violence, and produce data to inform gender-sensitive policymaking in Argentina, El Salvador, Honduras, Mexico and Ecuador.

As the milestone of investing 70% of the first disbursement is reached and the end of the second year of implementation (June 2021) is approaching, it is necessary to measure and analyse the results generated at mid-term by taking stock of where the Spotlight Initiative is at the regional programme level. In this sense, this mid-term evaluation (MTA) has been developed applying the criteria of relevance, efficiency, effectiveness and sustainability, with a standardized methodology and tools for all mid-term evaluations of national and regional Spotlight initiatives, with a collaborative and participatory approach, applying a gender and equity approach, and promoting joint learning between all the informants and the evaluation team.

Background

The Spotlight Latin America Regional Programme (LARP) responds to the alarming number of cases of gender-based violence in the region: 14 of the 25 countries with the highest rates of femicide are in Latin America and the selected countries "showed the political courage to confront and end femicide, a crime that costs the lives of 12 women a day in Latin America", and the commitment to improve the situation of women and girls who suffer violence, and to seek the fulfilment of the human rights of women and girls in

¹ The Americas region is politically divided into sub-regions of North America, the Caribbean, Central and South America. The Latin American region refers to an ethno-geographical concept that emerged in the 19th century to identify a region of the American continent with a majority speaking languages derived from Latin (mainly Spanish or Portuguese and to a lesser extent French). https://es.wikipedia.org/wiki/América_Latina

pursuit of the 2030 Agenda for Sustainable Development.² and the commitment to improve the situation of women and girls who suffer violence and seek the fulfilment of the human rights of women and girls in pursuit of the 2030 Agenda for Sustainable Development.

The Spotlight Initiative is a global partnership between the United Nations, at the regional level through the participation of a UN Trust Fund, administered by the Multi-Donor Trust Fund Office, supported by UN Women, the United Nations Development Programme (UNDP), and the United Nations Population Fund (UNFPA), overseen by the Executive Office of the Secretary-General, and the European Union (EU), to eliminate all forms of VAWG which focuses its efforts in Latin America on ending femicide associated with VAWG. It is currently implemented through national programmes (Argentina, Ecuador, El Salvador, Honduras, Mexico) and a regional programme that has a special focus on Central America, Mexico and the Dominican Republic, due to the high prevalence of violence against women and girls and femicide/feminicide.

The Latin America Regional Programme (LARP) is implemented in two phases (Phase I: 15 June 2019 - 14 June 2021) and Phase II: June 2021 - 31 December 2022)³ and focuses on three of the six pillars of the Spotlight Initiative's global theory of change, Pillar 1 (Law and Policy), Pillar 3 (Prevention) and Pillar 5 (Data).

The main expected outcomes of the LARP are:

- **Pillar 1.** Legislative frameworks in the region follow and deepen understanding of international human rights standards conducive to effective sanction, prevention and response to all forms of VAWG+FF;
- **Pillar 3.** Gender-equitable social norms, attitudes and behaviours change at community and individual levels to prevent VAWG+FF; and
- **Pillar 5.** Quality, disaggregated and globally comparable data on different forms of VAWG and harmful practices collected, analysed and used in accordance with international standards to inform laws, policies, and programmes.

Planned interventions throughout the two phases of the Regional Programme implementation will result in the generation of information on effective programmes and strategies to end VAWG+FF. Spotlight will facilitate making such evidence available across the spectrum of stakeholders to facilitate evidence-based adoption, programming and decision making. The knowledge management plan supports knowledge capture and dissemination to promote learning and collaboration among Spotlight programmes, governments, civil society organisations and other stakeholders, especially those in the Latin American region, and serve as a primary platform to streamline knowledge sharing, including lessons learned and promising practices.

Purpose and objectives of the MTA

The main purpose of the mid-term evaluation is to measure the regional programme once 70% of the funds allocated for the first phase have been executed and to take stock of the development of activities from the beginning of the Regional Spotlight Initiative until the implementation of this MTA, as well as to assess the new way of working to achieve the Sustainable Development Goals (SDGs), which includes partnership with the EU, UN reform, CSO participation, and the Spotlight principles, among others.

The objectives of the MTA are:

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³ The end date for the entire programme is December 31, 2022 - this is the same closing date for all programmes.

Source: email from Philippe Lust-Bianchi Sent: 19 August 2021 15:11

1. Evaluate the relevance, efficiency, effectiveness, and sustainability of the Programme.
Relevance: Observes the congruence between the project's objectives and the identified needs and interests of the population and institutions (social consensus). **Efficiency:** It assesses the relationship between the amount of goods and services generated (results achieved) and the inputs or resources used. To assess whether the amount of financial and human resources made available for the implementation of the programme have been adequate to achieve the expected results. **Effectiveness:** the degree of compliance with objectives and expected results, as well as assessment of results generated that were not expected. In addition to analysing the fulfilment of objectives and results, an assessment is made of the factors that have contributed to this, as well as those elements that have represented an obstacle or challenge to overcome. **Sustainability:** to guarantee that the programme goes from the individual commitments necessary for its implementation to its organisational anchoring, which offers the necessary conditions for its permanence.
2. Formulate relevant recommendations to improve the further implementation of the project.
3. The evaluation analysis covers the period from programme start to the end of March 2021, with technical evidence until May 2021 and financial evidence until December 2020.

Methodology

The mid-term evaluation is based on a qualitative analysis of triangulated information, whose sources were: relevant programmatic and financial documentation, in-depth individual and group interviews applying standardized instruments by type of informant to key stakeholders and implementing partners⁴, and an online survey with invitation to all stakeholders involved in the initiative. A quantitative analysis was done with the financial information. See section on limitations regarding the non-feasibility of doing a quantitative analysis of the online survey.

Interviews with all stakeholders were conducted between May 3 and June 8, 2021. All interviews were conducted virtually using the Zoom platform. The people to be interviewed received the interview guide beforehand, which also included a request for consent to record the interviews. During the interview, verbal consent was obtained from the informants to conduct the interview and the corresponding recording. To conduct the interviews, the evaluation team scheduled the interview dates with key groups (UN agencies receiving funds (RUNO), partner agencies, implementing partners, beneficiary groups). The procedure for contacting key informants was: to agree on the list of informants with the inter-agency coordinator, who sent a note to introduce the evaluation team, followed by a note from the evaluation team proposing dates and following up until the interview was arranged and conducted.

According to the Terms of Reference, the MTA uses the European Union (EU) Results Oriented Monitoring (ROM) methodology as an approach to ensure that results are comparable (across countries and regions) and easy to interpret. However, the questions to be answered for the MTA are different from the standard ROM methodology questions and were agreed in advance by the EU and the Spotlight Secretariat. The 15 MTA questions are grouped by relevance, efficiency, effectiveness, and sustainability, which form the main sections of the remainder of the report

For the purposes of this evaluation, each section has been assessed according to the following interpretation.

⁴ The identification of informants to be contacted was done in conjunction with the programme's inter-agency coordinator. Upon reviewing the initial list, the evaluation team considered that it was necessary to include other main actors of the project. The final number of people to be interviewed was increased from 25 proposed to 55 people from various executing agencies.

Table 1. Assessment of the evaluation questions

Qualitative	Description
Good/very good	The situation is considered satisfactory, but there is room for improvement. The recommendations are useful, but not vital to the project or programme.
With problems	There are issues that need to be addressed, otherwise the overall performance of the project or programme may be adversely affected. However, the necessary improvements do not require a major revision of the intervention logic and implementation arrangements.
With serious deficiencies	There are such serious deficiencies that, if left unaddressed, they can lead to project or programme failure. Major adjustments need to be made and the intervention logic and/or implementation arrangements need to be revised.

Limitations

Among the constraints faced by the MTA was the prolongation of the planned period for conducting key informant interviews due to:

- The initial list of informants to be contacted was incomplete with respect to types of informants (i.e., it did not include researchers or UNS partner agencies). This not only increased the number of informants to be contacted, but also lengthened the period for conducting the interviews.
- Rescheduling of interviews. To adjust to the availability of informants, it was necessary in some cases to reschedule some interviews up to three times.

Among other limitations faced when conducting the MTA, the following can be identified:

- Delay in the delivery of some documents. The delivery of key documents was initially quick, but there were some types of documents that had to be requested and awaited and this delayed the analysis of the efficiency aspects of the programme. For example, financial information by activity, which is not part of the Spotlight Initiative agreements, was provided quickly by some RUNOs, but was delayed by another. The complete information allowed for a better analysis of the efficiency and effectiveness of the programme, for which the evaluation team is very grateful.
- The response to the call for the online survey was limited, with less than 20 percent of the estimated universe, despite a reminder and an extended closing date. The call for responses to the survey was made by the inter-agency programme coordination and was answered by 12 people out of an estimated minimum of 60 implementing partners, civil society contractors and consultants, UN partner agencies, and intergovernmental institutions. Respondents included 3 RUNOs, 4 members of Civil Society Reference Groups (CSRGs), 3 implementing partners, 1 consultant, 1 government beneficiary. In other words, many other key stakeholders were not represented. Due to the small size and diversity of the sample that responded, a quantitative analysis of the results of the online survey could not be done and were not integrated in this report. Qualitatively, the comments to the questions expressed opinions already expressed in the interviews, so they are not quoted separately.
- It was not possible to complete the planned cycle of collaborative, participatory and learning approach with the presentation to validate preliminary findings and recommendations with the informants interviewed, except with members of the *Technical group for the coordination and implementation of the programme*. During the interviews, informants were informed that there would be a *Debriefing* for the presentation to validate preliminary findings between June 7 and 9, as agreed in the initial meeting with the Technical Group for the coordination and implementation of the programme. The purpose of this exercise was to share and validate the

preliminary findings and get feedback on trends in the conclusions and lines of action for phase 2. On June 8, 2021 the evaluation team made a specific presentation to the Technical Implementation Group of preliminary findings and recommendations to validate areas of improvement found in the functioning of the programme. Subsequently, the Technical Implementation Group did not agree to allow a validation presentation of preliminary findings and recommendations to be made to informants but preferred to wait for the evaluation results and present them once the draft MTA report is available. The Technical Implementation Group did not accept the consultative process as valid because of the risk that partners might confuse preliminary findings with final assessment results.

Details of the comments received to the draft report, as well as the clarifications and adjustments made by the evaluations team were submitted in a separate file

B. RELEVANCE

<p>1.Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?</p>	<div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>The evaluation results show that the principles that have been developed are:</p> <p>a. Inclusion with the purpose of leaving no one behind⁵ is reflected in open participation with equity, applying the intersectionality approach. This has been found in the selection of strategic allies who are key actors in the struggle for the eradication of VAWG+FF; the selection of implementing partners (CSOs, intergovernmental institutions); in the systematizations for essential services; and in the criteria for multidimensional studies of femicide/feminicide in contexts of high social vulnerability. They have been found in all the pillars and activities of the programme. Their application is illustrated by this testimony: <i>"...an enormous effort has been made so that all studies, data collected, analyses, have a focus on the most marginalized groups such as indigenous women, Afro-descendants, migrants, women with disabilities and other groups that face intersecting forms of discrimination. It is a key principle of the Spotlight Initiative and as much as possible the focus and priority is directed to these most marginalized populations"</i> [RUNO informant].⁶</p> <p>The intersectionality approach is the methodology applied to ensure that no one is left behind. The issue is cross-cutting and has worked to empower women's organisations that work with women with disabilities and indigenous women. Researched issues and strengthened care services have been seen for girls and adolescents, lesbian, gay, bisexual, transgender, transsexual, transvestite, intersex (LGBTI+) groups with trans women, and Afro-descendant women. We did not find evidence of LGBTI+ organisations and Afro-descendant women as implementers, which indicates that more work remains to be done with this approach to empower more groups.</p> <p>Other types of violence. As part of leaving no one behind, the multidimensional studies of femicide/feminicide in contexts of high social vulnerability and those of girls and adolescents have revealed the importance of analysing other types of violence that affect more vulnerable groups. The multidimensional studies have included the intersectionality approach in their general and specific objectives, research questions, key informants, analysis of findings and recommendations. In addition, the Regional Spotlight Programme, through an intersectional, intercultural and intergenerational approach, seeking to leave no woman behind, brings together a critical mass of representatives of civil society organisations in the CSRG. This body is composed of members representing women's movements, groups that suffer multiple forms of discrimination, including indigenous women, Afro-descendants, and members of the regional network of men for equality. With very broad representativeness and legitimacy, these movements have led some significant initiatives that have been amplified throughout the region, such as #Niunamenos and #Vivasnosqueremos.</p>	

⁵ The 2030 Agenda for Sustainable Development was adopted by world leaders at the United Nations General Assembly in September 2015. Its core principles are: leaving no one behind and ensuring human rights for all.

⁶ The UN's approach to leaving no one behind is set out in the Shared Framework on Leaving No One Behind: Equality and Non-Discrimination in the Sustainable Development Gap, endorsed by the Chief Executives Board in November 2016. This includes a shared framework for action to ensure that the UN System puts the imperative to combat inequalities and discrimination at the forefront of UN efforts to support the implementation of the 2030 Agenda for Sustainable Development. <https://unsdg.un.org/es/2030-agenda/universal-values/leave-no-one-behind>

- b. **Participation:** In design, the CSRG is tasked with incorporating civil society participation and expertise during the design and implementation phase of the Spotlight Regional Programme. The SCRG, according to the Programme Document, is comprised of leadership from women's rights groups and relevant CSOs. Its members provide technical input into the development of the Spotlight Regional Investment Plan and broaden civil society participation by adding members⁷. **A good practice that this programme has developed is to empower the role of the SCRG**, supporting its initiatives to engage with national groups in the region, seeking their advice on incorporating CSOs into the programme, listening to their observations on what was happening with CSOs during the pandemic, and encouraging their participation with their advice before decisions are made. The participation of part of the CSRG in the Technical Advisory Committee of the multidimensional studies of femicide/feminicide in contexts of high social vulnerability carried out by UNDP has been important. The experts have played an active role in the entire research process, technically reviewing the products of the studies, and participating in the Technical Advisory Committee sessions with substantive contributions to the development of the studies. Another important benefit has been seen in the result to strengthen services to victims of VAWG+FF⁸. The quality of the organisations involved, the work they did, and the practices they systematized are of excellent quality and are being valued and adopted by public servants in the Community of Practice of Essential Services. They have advanced knowledge in the region on how to serve women from the most underserved groups in the region, including women and girls with disabilities, indigenous women and girls, Afro-descendants, transgender women, and work with male perpetrators.

In relation to women's CSOs, there is evidence of active participation in the implementation of programme activities and the importance of their contributions with practices for attention to groups in situations of vulnerability shared with the community of practice for essential services, given their proximity to or within the feminist and women's movement at the regional level and the solid connection they have in networks and organisations at the national or regional level, all focused on ending violence against women and girls.

- *"... In the systematization of promising practices last year, it was within the framework of the community of practice of the Spotlight Initiative, responding to the request of states in Latin America that identified the care of women with disabilities, indigenous women... it was about making a state of the art, identifying good practices on this issue of protection of women and girls in sexual violence... This created much interest in different governments in the region and therefore it was decided to work in a second stage, the current one, to develop this model and deepen it with some states." [CSO informant]*
 - *"...but well, in the project I have seen a very big evolution of how the good practices were chosen and how this derived in general guidelines to achieve that **essential services are really inclusive and how this is being taken now to try to activate it in the countries with direct participation of civil society**, I think it is wonderful. " [CSO informant]*
- c. **Equity**, understood as the promotion of mechanisms to provide equal opportunities for access, has been reflected in the creation of participation mechanisms, such as the use of subgrants to promote access to CSOs in the implementation of systematizations, in the composition, with intersectionality criteria, of the Technical Advisory Committee for the multidimensional studies on femicide/feminicide, to review and validate the products produced, and in the selection of themes that make visible the

⁷ GRSC Terms of Reference.

⁸ Essential services: psychological, judicial and health care.

impact of VAWG+FF on women from the most vulnerable groups; by promoting capacity building with the participation of social organisations from civil society and public institutions as executing entities.

- d.** Economic⁹, political¹⁰ and social¹¹ **sustainability** is being promoted, some more than others, at all stages of the programme. At the political level, from the design stage, by involving as allies the key institutions in the regional scenario in the fight to eradicate VAWG+FF that have incorporated this issue in their strategic plans; at the social level, by adopting the regional priorities of these entities that reflect the interests that organized women have raised at the regional governmental level to strengthen them with the programme, and with the strategy of developing knowledge products that advance the understanding of the phenomenon of VAWG+FF in the social contexts that currently agitate the region, in order to then advocate for priority reforms. However, these efforts are being undermined by the lack of participation of these strategic partners in the monitoring and decision making of programme implementation. Economic sustainability has not been addressed through the involvement of other donors in these issues, and the promotion of gender budgeting with governments to prevent VAWG+FF.

Joint interagency work: This has been a deliberate strategy since the design of the programme, reflected by selecting RUNOs and partner agencies that have the VCMN+FF theme in their strategic plans and work plans and whose programmatic partners have been selected as implementing entities in the programme. Coordination mechanisms around VAWG+FF already existed at the regional level; although there was no programme of this magnitude in recent years. The RUNO especially UN WOMEN, UNFPA, UNDP, UNICEF, PAHO and ORCHR were already working closely in the inter-agency gender group, and the sub-group of the UN Secretary General's UNETE campaign that UN Women coordinated¹². On the other hand, the Economic Commission for Latin America and the Caribbean (ECLAC) was already working on an indicator for femicide, UNDP with InfoSegura was collecting, among others, data on VAW in the Central American sub-region, and IOM was working on the issue of VAWG in human mobility in the same sub-region. The programme has formalized the joint work by creating operational mechanisms, such as the inter-agency group liaison with Spotlight, bilateral agreements to work on joint actions, procedures to co-manage activities, among others. However, they have encountered challenges imposed by the administrative rules of their agencies (this is addressed in question 2B and 11).

Main findings:

- **The principles of leaving no one behind, inclusion, participation and sustainability** have been strengthened with the selection of key actors among the intergovernmental institutions and CSOs that are participating as implementers and with the priority themes selected for moving forward.
- **The principle of leaving no one behind** has permeated all the work of the programme, in all pillars, and has been applied through the intersectionality approach. This approach addresses the different ages, ethnic and racial identities, groups linked to the LGBTI+ collective, disability status, and the most disadvantaged socio-economic level. By applying it in the studies carried out, systematizations of good practices and the selection of topics to work on, it has managed to generate awareness of its

⁹ Economic sustainability implies the use of economically profitable practices that are both socially and environmentally responsible.

¹⁰ Political sustainability is the allocation of resources to produce tangible results (reforms, laws, policies, etc.), which makes the National System for the Prevention, Punishment and Eradication of Violence against Women and Family Members viable and sustainable.

¹¹ It implies speaking of sustainability of development according to the principles of human development that Agenda 21 speaks of, where a broader concept of sustainability appears, when speaking of more invisible populations, e.g. indigenous people.

¹² Informant RUNO

importance among key actors and has generated evidence that supports the need to make it part of all programming. Systematizations of promising practices have enriched the options for serving women who experience VAWG+FF under additional conditions of discrimination. Multidimensional studies on femicide/feminicide seek to link how VAWG+FF affect these most vulnerable women in public sphere contexts (human trafficking, trafficking, organized crime, migration)¹³.

Other types of violence. The situation of sexual exploitation and trafficking of young people in the context of the COVID-19 pandemic has been highlighted, as well as other types of VAWG made visible in the research and recommendations of the studies carried out. One situation that continues to receive little visibility is the problems faced by girls in the LGBTI+ issue.

Although the participation of both intergovernmental institutions and civil society networks, organisations and NGOs has been broad in the implementation of activities that are part of their institutional expertise, apart from those participating in the CSRG, their participation in the reflection and decision making of the integral programme has not occurred. This is addressed in detail in question 8.

Recommendations:

The positive effect of the application of the intersectionality approach leads to recommend that, among the practices to be maintained, include:

- Enrich the cross-cutting application of the intersectionality approach in studies to be carried out, including the most isolated rural areas, new forms of violence not considered (for example, missing women), high-risk areas due to the presence of criminal groups, and women's mental health. And, in the design of phase 2, consider the strengthening of organisations of these groups in situations of greater vulnerability.
- In Phase II, it will be important to make visible the other types of VAWG+FF that have emerged in the studies on the impact of the pandemic, by obtaining and analysing data and information on situations of violence against women and girls, including the issue of girls in the LGBTI+ community, and the crimes of sexual exploitation and trafficking of young people that have been reported.

<p>2A. Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved?</p> <p>2B. Are programmes implemented in line with the UN System reform?</p>	<div> <input type="checkbox"/> Very good - Good </div> <div> <input checked="" type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>The alignment of the Spotlight Regional LARP programme with mandates, priorities, theory of change and the willingness to work as "One UN" is evident throughout the programme. However, a critical, key and strategic aspect is that, in the implementation of activities, the reform has not yet advanced to develop administrative instruments and procedures for joint actions as One UN. This results in that when agencies implement the principle, they suffer the consequences of finding that administratively they cannot act as a single front with common partners, and implementation is delayed. For this reason, question 2B is rated "Problems", which is not because the RUNO regional offices or the Regional Programme did their best to put this principle into practice only to find that it is not administratively feasible. It is at the level of UN</p>	

¹³ Informant RUNO

Reform and the Spotlight Secretariat that this can begin to be resolved. The constraints that the regional programme has faced in putting this principle into practice are described in question 11.

2A. Are the outputs of the initiative aligned with the mandate and priorities of the UN agencies?

The Spotlight Initiative's outputs in the LARP programme for 2018-2021 are clearly aligned to the priorities of the three UN agencies acting as RUNO: UN Women (who leads on Pillar 1, normative, and inter-agency coordination), UNFPA who leads on Pillar 3, VAWG prevention and transformation of social and gender norms, and UNDP who leads on Pillar 5, data quality), with respect to VAWG+FF.

- For UN Women, priority 3 of its regional strategy for Latin America and the Caribbean is to end violence against women, for which they define lines of action for femicide, prevention and response. One of the specific strategies to be implemented as part of this priority is part of the Spotlight Initiative, "Promote the adaptation and/or implementation of the Model Law on Femicide and the Latin American Model Protocol for the investigation of femicide in the five countries where the Spotlight Initiative is being implemented and beyond."¹⁴
- For UNFPA, the Regional Intervention Plan for the region defines in Outcome 3: Gender equality, empowerment of all women and girls and reproductive rights advance in development and humanitarian contexts, with Output 10: Increased capacity of state institutions to prevent and address gender-based violence (GBV) in development and humanitarian contexts through multisectoral continuum approaches. In addition, mention that one of the three transformative outcomes of UNFPA's Global Strategic Plan is to eliminate gender-based violence and harmful practices against girls and adolescents.¹⁵
- For UNDP, the mandate in the Strategic Plan 2018-2021 defines Flagship Solution 6: Strengthen gender equality and empower women and girls. Included in it is priority "b, Preventing and responding to gender-based violence". The Gender Equality strategy indicates that it will work with national partners on legal and policy frameworks and support national capacities to prevent violence and end impunity for perpetrators and ensure access to justice and protection for women and girls, especially those facing multiple and intersectional forms of discrimination. Flagship initiatives include the Spotlight Initiative and the Secretary-General's UNETE campaign.¹⁶

Because of the trajectory they had prior to the Spotlight Initiative, both UN Women and UNFPA are leading areas of work that were already in their strategic plans and work plans, so the leadership assumed is natural. In the case of Pillar 5, data on femicide has been part of ECLAC's strategic plan and not UNDP's, although UNDP follows up on the Sustainable Development Goals (SDGs) 2030 and has worked on security data including VAWG in the SICA sub-region in the framework of the InfoSegura project (UNDP/USAID). The multidimensional studies of femicide/feminicide in contexts of high social vulnerability introduce a methodology to obtain quality information that contributes to Pillar 5. Its main contribution is to inform regulations, policies and programmes that are being worked on simultaneously in Pillar 1. For UNDP as leader of Pillar 5 and implementer of the studies, it has been more consistent for its functions to introduce the studies under Pillar 5. Other studies have been conducted as part of Pillar 1, which has created some confusion during the evaluation in tracking which elements of the pillar theories of change the studies are supporting. This is addressed in more detail in question 6.

¹⁴ Strategic Note of the Regional Office for the Americas and the Caribbean 2019-2021, p.8

¹⁵ Regional intervention Action Plan for Latin America and the Caribbean 2018-2021, p.7-8

¹⁶ UNDP. Gender equality Strategy 2018-2021, and UNDP Strategic Plan 2018-2021, p.10,12.

Likewise, the products are aligned with the priorities of the intergovernmental institutions and CSOs that are implementing activities in the related themes. This alignment has allowed an agile implementation despite the challenges faced, minimizing the delays suffered (question 12).

2A Are the appropriate UN agencies involved?

Other United Nations agencies associated with the regional programme have also been working on the fight against VAWG+FF, and have the issue in their strategic plans. These include UNICEF for the intersection of VAWG and adolescents; ECLAC for being the regional body that develops an indicator for femicide/feminicide and promotes the generation of comparable quality information on this issue through the Gender Equality Observatory of the region (OIG); the Office of the United Nations High Commissioner for Human Rights (OHCHR) for its work with the Specialized Gender Network of the Ibero-American Association of Public Prosecutors (AIAMP) on the Latin American Model Protocol for the investigation of femicide; the International Organisation for Migration (IOM) for its research on women; PAHO for its experience in the clinical management response to sexual and intimate partner violence in response to VAWG from the health sector through the manual on clinical management of sexual and intimate partner violence, and the United Nations Office on Drugs and Crime (UNODC). The partner agencies cannot receive funds through the RUNO because of Spotlight rules, so the technical assistance investment is financed with their regular funds or by their own projects, as in the case of IOM. All these agencies will continue with these lines of work at the end of the regional programme. Their role has been very appropriate and could have been broader, due to the limitations discussed in question 11.

2B. Are programmes implemented in line with United Nations reform?

The programme works to find solutions that work together at multiple levels and bring many different actors to the table to expose and address the root causes of VAWG+FF and extend rights and opportunities to those who have previously been excluded, especially women and girls from the most vulnerable groups, and bring to light the problems to be eliminated within participating countries.

Development reforms

This reform consisting of an efficient planning, management, monitoring and reporting process of programme delivery with joint support¹⁷ is being implemented through the functioning of the Technical Implementation Committee and the Steering Committee. The collegial functions of the RUNOs and the inter-agency programme coordinator are compliant with this reform. However, in practice, when implementing activities jointly, this reform has not been feasible, because although the agencies have demonstrated their full willingness to implement it, the reform has not yet gone further in harmonizing and designing common instruments for administrative procedures, especially procurement and joint planning with the same implementing partner. Making the attempt to implement it has represented difficulties and delays in working with partners that receive resources from the three RUNOs, which has forced the RUNOs to revert to individual administrative processes. These aspects are discussed further in the next paragraph and in question 11.

Management reforms

This reform refers to a more streamlined and decentralized process, where responsibility for implementing mandates is aligned with the authority to manage resources, where decisions are made at the point of mandate delivery and where policies and procedures are simple and streamlined. The processes of contracting or agreeing to execute activities are framed around work plans and the delivery of resources

¹⁷ Retrieved from <https://reform.un.org/>

according to stipulated outputs. In this sense, the executing agency is granted autonomy to carry out activities according to budgeted resources and receive reimbursement upon delivery of the product. Procedures are not uniform among the UNS agencies, so administrative procedures still need to be harmonized to achieve this reform.

The UN reforms have inspired quite extensive joint work on this programme, and for this reason it has become apparent that at the administrative level there are barriers that prolong implementation times and therefore make it less feasible to work in this way. These constraints are further elaborated in question 11. In the programme, the functions of the partner agencies are substantive, but they could not be remunerated by the programme, because the Spotlight rules do not allow it. The RUNOs estimate that:

- *... the Spotlight Initiative encourages us to seek the best and most effective inter-agency coordination within the framework of the United Nations reform, and the Regional Programme helps us to innovate and find new responses to this complex problem, to experiment with methodologies and initiatives that can be replicated at the country level. [Informant RUNO]*
- *...the participatory approach has been very present as well as the strong participation of the institutions in the countries that are part of the studies; it has been a big work, a collaborative effort enriching knowledge, advances, exchanges, integrating the theory of change incorporated in the pillars of the programme. [Informant RUNO]*

Main findings:

- According to the mandates and work history in the fight against VAWG+FF, UN Women and UNFPA are two appropriate RUNOs to lead the pillars that they are responsible for in the regional programme. In pillar 5, on data quality, it was found that, due to the trajectory of work on the issue of femicide/feminicide in the region, ECLAC is a thematically appropriate agency to lead it and therefore its co-executing role in many of the activities is appropriate. In addition, in the outputs in this pillar, the studies carried out are strategically contributing to the theory of change of Pillar 1 rather than Pillar 5, which is why they would be better placed in Pillar 1 (see question 6).
- The UN reforms have inspired extensive joint work on this programme. The regional programme has allowed the RUNOs to experiment with methodologies and initiatives that can then be replicated in the countries.
- However, the extension of joint administrative work is limited by the differences in administrative procedures and instruments of the agencies (RUNO and UN partner agencies), by not being able to use uniform instruments admissible in the administrative bureaucracy of all RUNOs when planning joint work in relation to implementing partners, and by the Spotlight Initiative's rule of not being able to make financial transfers between them. This is elaborated in question 11.

Recommendations:

- Those in charge of UN Reform or the Spotlight Secretariat itself should examine the operational challenges that RUNOs have faced in their efforts to work together on this programme to identify lessons learned and find solutions for future inter-agency action.
- That the Spotlight Initiative consider relaxing the funding rule between Agencies or consider expanding the number of RUNOs that can participate in a regional programme, to take advantage of the expertise and work they are doing to accelerate the expected results of this programme.
- At the conclusion of the regional programme, it is recommended that the European Union and other donors directly fund the intergovernmental institutions Follow-up Mechanism of the Belem do Para

Convention (MESECVI) and the Council of Women's Ministers of the Central American Integration System (COMMCA) that are implementing activities to achieve the long-term results of the regional programme, considering that resources for indirect costs can be invested directly in activities, and that, in their words, "*in the end it is the States themselves per country that will implement these reform processes*", and these institutions are made up of these States.

- As an area of opportunity, it is recommended to open communication and articulation of the actions of the Regional Initiative with those of the National Initiatives to facilitate and support advocacy to promote normative and cultural transformations at both levels.

<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>	<div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>As a product of the consultations and participation of key stakeholders already working with the agencies, the programme design included a strategic selection of priority issues for the region and key partners, prioritizing leaving no one behind, reflecting the diversity of needs of women in the region facing VAWG+FF. This has also allowed the Spotlight Initiative to act in the region as a catalyst in the processes already occurring to eradicate VAWG+FF in the region, accelerating the generation of new knowledge, including on promising practices for care, developing programmes to promote cultural change in new generations, and strengthening the generation of comparable data on the issue.</p> <p>Does the action currently meet the needs of the target groups/end beneficiaries?</p> <p>The programme is the product of intensive consultations with key stakeholders in the region during the programme design stage, which responded to the strategic practical needs of the target groups (women affected by VAWG+FF) and the entities working to eradicate it, recognizing that adoption, advocacy on laws, regulations and mechanisms, research, and data collection and information sharing on the prevention and eradication of VAWG+FF remain indispensable to combat these crimes.</p> <p>In the results that are being observed, the benefits of the actions are oriented to the target groups or final beneficiaries. It is a programme that has been able to dynamize the inter-agency nature and also dynamize the relationship between public servants and civil society, "<i>precisely in such a complicated year for violence against women, as it has been in 2020 due to the pandemic</i>¹⁸..." . The intersectional response has allowed the strengthening of the capacities of organisations, networks and consortiums of organisations that normally work in the defence of women's rights, particularly for the prevention of gender-based violence against women and girls.</p> <p>The reasoning behind the selection of topics and activities at the regional level is that: "<i>What is being done at the regional level generates knowledge and comparative information on laws and policies, generates data at the regional level on topics that can be used to understand how VAWG is linked to issues that affect more than one country in the region (such as migration, trafficking, organized crime); and that generating these public policy proposals at the regional level based on an analysis of what is being done in each country provides additional input to the countries. Because of the content, the approach, and the way in which</i></p>	

¹⁸ MTA Informant

these spaces for exchange are created, it is believed that there is synergy and complementarity between the different levels. [Informant RUNO].

Institutional strengthening of the most vulnerable women's organisations at both the regional and national levels has emerged as a need to be considered, because they lack the knowledge and experience to meet the requirements of the UNS procurement processes and be eligible to execute contracts or research in support of the activities.

In the various spaces for dialogue generated within the project, the topic of masculinities is linked to one of the pillars that is associated with how to work with men to eradicate violence against women and girls. This is complemented by the participation within the project of experts in masculinities who complemented and shared their knowledge in different spaces and activities¹⁹. The work with men should be highlighted given the relevance of aggressors, the need to understand what this implies for victims of VAWG+FF and also to understand what it means for the vulnerability of women in environments of organized crime, human trafficking, disappearances, forced displacement, irregular migration, which are environments dominated by violent masculinities. In addition, this would support advocacy with the States, so that they assume the role that corresponds to them. In the studies that have been carried out, it has been made visible and recommended to socialize the studies and work on articulating communication among members of masculinities groups in the region to position the groups that work in the prevention of VAWG+FF.

The application of intersectionality has made visible the need to implement good practices and adequate services for women with disabilities, indigenous, Afro-descendant, trans, LBGTI+ women in shelters.

Another area in which the different pillars have worked to respond to the needs of the target groups/end beneficiaries is to generate knowledge and capacities for the creation and implementation of public policies and the design of strategies to transform gender roles and provide multisectoral services, with psychosocial services, protection, education, accompaniment, special care, free legal advice for women and girls and also enabling access to justice for these crimes of violence against them and not allowing impunity.

There have been reliable results that the activities implemented in each pillar of the regional programme respond to the priority needs identified, mentioning the following:

NORMATIVE PILLAR 1. The 2018-2023 Strategic Plan of the MESECVI includes the mandate to: "*Contribute to strengthening the technical capacities of the States Parties to the MESECVI to implement the Convention of Belém do Pará from a perspective of intersectionality and women's human rights throughout their life cycle, with an emphasis on prevention and reparation*"²⁰. On the other hand, in the context of the emergency response to the COVID-19 pandemic, the region faces new challenges related to gender impacts and the increase in violence against women, and the experience of similar situations in the past shows the importance of incorporating a gender analysis in preparedness and response efforts to improve the effectiveness of health interventions and promote gender equity objectives²¹.

PILLAR 3. Focusing on the change of social norms, attitudes and behaviour in this pillar, processes were taken that were already advancing by the agencies and that could flourish. This includes the work of the 3 RUNO with COMMCA that allowed for a diagnosis of the degree of incorporation of women's human rights in the educational systems of the SICA region and to open a bridge of dialogue and articulation between

¹⁹

²⁰ Strategic Plan 2018-2023 of the Follow-up Mechanism of the Belém do Pará Convention

²¹ Terms of reference for MESECVI consultancy contracts

the Ministries of Women and the Ministries of Education, with a curriculum that can be implemented in the countries of the sub-region; it also includes work on generating evidence of what works and what does not work in primary prevention of gender-based violence and on evidence from the behavioural sciences for work on masculinities. Overall, the programme's response is well described with *"...the logic of regional intervention is based on reading what the five countries do with SI, and what the other countries were asking of them as a regional office. So they tried to look for a regional solution..... It was done thinking about what the countries need, being concrete that what they develop serves the institutions in the countries, seeing that the activities of the regional project were going to be used by the nationals. In a meeting with the country offices, they made sure that there was no duplication, and if they had incident issues, they wait to work accordingly or wait for the right collective moment"*.²²

PILLAR 5. The results and recommendations of the multidimensional studies on femicide/feminicides carried out under Pillars 1 and 5 continue to identify deficiencies in access to data on VAWG+FF and the methodologies used for their generation and validation. In view of this, it is necessary to strengthen everything related to administrative records, and for this reason the partnership between UNDP and ECLAC has been key to advancing recommendations for strengthening data. The purpose is to be able to strengthen and generate more and better data and information from the various countries, to ensure the comparability of information and intersectional disaggregation, and to strengthen study and research processes by having a source of official data at the regional level²³.

Main findings:

- At the programme design stage there was a strategic selection of priority issues that responded to the priority needs of women and girls with respect to VAWG+FF for the region to be addressed by the programme.
- The regional programme has acted as a catalyst to respond to priority needs in the fight against VAWG+FF, accelerating the generation of new knowledge, among others on how to address normative reforms based on the Model Law on Femicide, how to improve the investigation of femicides, promising practices for attention, develop programmes to promote cultural changes in new generations, and strengthen the generation of comparable data on VAWG+FF.
- Other aspects addressed by the programme include the institutional strengthening of the most vulnerable women's organisations (for example with the work done with women human rights defenders and diverse women's organisations such as women with disabilities, indigenous, Afro, LGBTI, youth organisations, among others), both at the regional and national level, work with masculinities and strengthening communication between groups in the region working on this issue. All these aspects require attention and follow-up in phase 2.

Recommendations:

To keep the programme aligned to the needs of the final recipients:

- Continue to include in the processes of reflection and product recommendations the CSOs that traditionally have less participation in these spaces, indigenous and Afro-descendant women, LGBTI+, to ensure the continuity of the results that the programme seeks to achieve.
- Continue to support the strengthening of women's organisations of the most vulnerable groups that have participated or can participate as agents of change and advocacy, having the opportunity

²² Informant RUNO

²³ Informant RUNO

to work through subgrants, through alliances with more experienced women's organisations (for example, CSOs that do not have legal status but do have experience and support or work in alliance with other organisations that do have this requirement, or organisations that have little experience in advocacy with public institutions can ally with feminist organisations that have a long experience).

- Create spaces to learn about the realities and articulate the efforts of organisations that work on masculinities that allow them to generate valuable contributions in prevention and attention involving the figure of aggressors and give a more comprehensive look at violence against women and girls, generating a series of lessons learned among the organisations and strengthening the advocacy capacity of these groups.
- Broaden the actors that will advance the advocacy strategy in phase 2, involving the CSOs and institutions with which it has worked, improving and taking advantage of the communication between the contacts, alliances, networks, etc. that have been made during the implementation of the first phase of the programme, and other relevant organisations that may be identified.

<p>4. Do all key stakeholders still demonstrate effective commitment (ownership)?</p>	<div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>The evidence reviewed shows the full commitment of the partners and executing entities involved to move forward with the assigned results, facing with all their resources and efforts the challenges that have arisen during the implementation period. Therefore, it is concluded that the main actors continue to demonstrate their ownership of the results and commitment to continue advancing in what each one is developing, and is presented below.</p> <p>RUNO</p> <p>The RUNOs are playing their role as implementers, demonstrating commitment and ownership. However, their role in the overall long-term process needs to be clarified before the programme concludes and key partners summarize their respective roles as protagonists in the fight against VAWG+FF. Key partners see the added value of UN agencies as advisors to states, and RUNOs as a valuable lever. According to informants: <i>"...we want UN or partner organisations as a speaker, to make the state assume its rightful role and in the face of donors and to interpellate in that role."</i> ²⁴</p> <p>At the level of the European Union delegation</p> <p>The European Union delegation, from its office in Nicaragua, was involved in the design and start-up phase of the programme. Later, the responsibility passed to the office in Costa Rica, which has also supported actors in the Central American sub-region working with the regional programme. With the support of the European Union, a financial backing for technical support to COMMCA of SICA was implemented, strengthening its capacities to achieve the objectives set out in the support of the regional programme of</p>	

²⁴ CSO Informant

the Spotlight Initiative, and developing a strong complementarity in the technical assistance achieved at the level of the countries of the sub-region.

The EU delegation also indicated that there is accurate and constant communication with the regional task force and its headquarters (regional component in the area of governance, peace and democracy), as their role in this programme is to be delegates to closely follow up on the regional component of the Spotlight Initiative. *"... in phase two we will continue to function in monitoring and following up on the progress and implementation of the regional phase of the SI"* [European Union informant].

At the level of implementing agencies and organisations

The work of the Spotlight Initiative regional programme, within the framework of the agreements reached between the RUNOs and organisations, is being carried out despite the fact that it has put a strain on the limited human resources available to both the agencies and the implementing organisations. For example, in the case of COMMCA, they had to request support from the European Union with funds to finance COMMCA's technical team within the SI, otherwise it would have been impossible to carry out the processes that the situation warranted. COMMCA has been an implementing partner of Pillar 3 activities, achieving the approval of the Ministers of Education and Culture of the SICA region for the implementation of the programme developed to introduce human rights and Comprehensive Sexuality Education (CSE) in pre-primary and primary education. The by-products of this outcome have been completed, despite the administrative and COVID-19 pandemic challenges faced in the process.

The situation is similar with the United Nations partner agencies (UNICEF, PAHO, ECLAC, OHCHR, IOM), which are supporting and developing aspects within the regional programme to strengthen and advance their respective strategic plans related to VAWG+FF issues. UNICEF supports research work on VAWG+FF with children and adolescents, PAHO supports UNFPA in training health personnel, ECLAC is leading the work to develop and achieve the adoption of an indicator for femicide, and in the adoption of common standards for data on VAWG+FF, and the training of personnel from public institutions that collect and disseminate these data. OHCHR has been working with the AIMP Gender Network and public ministries on a femicide/feminicide investigation protocol, work that has been continued by UN Women with support from OHCHR in this programme. IOM is supporting research on VAWG+FF, organized crime, and the phenomena it generates in human mobility.

The implementing partner Center for Justice and International Law (CEJIL), in dialogue with UN Women experts, has put the results of the survey of women human rights defenders and women prosecutors in Latin America and the Caribbean on the public agenda, taking a technical and feminist perspective, to include the reflections and results in the text of the La Esperanza Protocol itself. On the one hand, this has enriched the La Esperanza Protocol as a by-product, and on the other hand, it has allowed for the active involvement of a large part of the women's movement and feminist organisations and some of the key people in the network who will have a responsibility in the dissemination and implementation of the Protocol²⁵.

At the level of intergovernmental actors

Intergovernmental institutions such as MESECVI, COMMCA, and AIAMP, are committed to the Spotlight Initiative based on the previous alliance they had formed with United Nations agencies to advance their strategic plans. For example, COMMCA, through training for the Ministry of Education, offers training in

²⁵ The La Esperanza Protocol is a roadmap that establishes the individual and collective impact of threats against defenders at risk. Its application seeks to contribute to the fight against impunity through appropriate legal standards and/or criminal policy measures to facilitate the prosecution of those responsible.

women's human rights, which contributes as a regional institutional tool that is sustainable, as does the diploma course in women's human rights at the regional level, specializing in non-sexist education, with the participation of more than 60 women officials.

The AIAMP Gender Network has promoted ongoing dialogue with experts from agencies and partners and has also incorporated some of their reflections in a survey that has been carried out with the assistance of UN Women.

At the Civil Society and CSO Reference Group level

Civil society organisations have strengthened their technical capacity by participating as executing entities, through sub grants and/or agreements and/or contracts, to carry out systematizations and research. Several of the organisations that work on human rights issues and feminist experts expressed that: *"...without a doubt, the process we have had of consultation and revision of documents and debates has served to a greater extent to incorporate elements that are fundamental for women defenders and to have a feminist perspective in the public policies and criminal policy and we believe that the culmination of this stage will allow us to achieve the objectives we set out to achieve.* [Informant Implementing Partner].

Women's CSOs, both feminist networks such as the Latin American and Caribbean Committee for the Defense of Women's Rights (CLADEM) and women's networks and organisations from the most vulnerable groups, such as the Center for Indigenous Cultures of Peru (CHIRAPAQ), Catholics for the Right to Decide (CDD) of Bolivia and Peru, the Center for Exchange and Services for the Southern Cone of Argentina (CISCSA) and Colectiva Feminista, have played multiple roles with their participation, strengthening the services they are providing to women who have suffered violence during the COVID-19 pandemic, systematizing and strengthening their own care practices and sharing them with civil servants who are providing services to women who have suffered violence during the COVID-19 pandemic, through the Community of Practice, and acting as implementers to carry out this work. Their commitment has been evident in the quality of the products produced, in the investment of their time and the mobilization of their partners to meet short deadlines, and in continuing the process by providing advice to those who want to implement the guidelines developed. For CSOs, this means that they are improving the scope and quality of care that reaches women who suffer from multiple forms of discrimination in addition to VAWG.

- *"...the CSOs have been very good contributors and have prioritized work with the different implementing organisations, very important is the political relationship with the OAS-MESECVI, COMMCA, they have agreements and fluid relationships with instances for coordination and in the regional programme they have served to bring the relationship closer, generate more trust, build bridges"* [Informant consultant].
- With respect to professional and even academic experience, there has been an important contribution of CSOs as consultative bodies.
- *"...and in general, additionally, there have also been other types of alliances or contacts with civil society that could also seek to complement the spaces that were promoted particularly by the reference group".* [Consultant informant]
- *"... the organisations that are specialized allow us to learn a whole range of expertise and get to know more and broaden our view, to show what they can gather in the prevention of VAWG, and to know the context and a series of particularities".* [GRSC informant].

The involvement of men's organisations is a good reference of the commitment and joint work that exists in the Initiative, as exemplified by the activists in new masculinities. Another example of this active commitment was generated with indigenous women activists, participating in the regional consultation,

which represented a direct added value for coordination and outreach to the most marginalized indigenous women, creating a committee of indigenous women to carry it out.

The people interviewed have also expressed that the last year (2020) has represented the greatest challenge and learning space, especially to appropriate the project in all its context and has generated conditions of greater communication, union among members of groups working in VAWG in the region. *"The commitment and appropriation acquired from the Initiative has brought our voice to the global SI instance and has positioned and improved channels of participation and how decisions are made, and we are participants in decisions. [GRSC informant]."*

At central government level

In countries where the Spotlight Initiative is being developed at the national level and there are as well actions of the regional programme, there is a commitment at the level of central governments and intergovernmental institutions to address, prevent and eradicate VAWG in their environments, This initial commitment must be strengthened in practice, with advocacy in the legal frameworks and in the shortest time possible to have mechanisms, instruments, and laws that achieve the objectives of the SI, and therein lies the importance of involving CSOs more in order to have an impact on the different processes.

Main findings:

- Key stakeholders continue to demonstrate ownership of the results as evidenced by their vision to continue to move towards achieving the Initiative's objectives. This commitment has been tested by the stressful conditions of programme implementation (short time frames, limited budgets, and the need to adjust implementation due to the COVID-19 pandemic), but the commitment to advancing the cause has been more powerful than the constraints, as all stakeholders have increased efforts and minimized delays in the development of agreed-upon outputs.
- The year 2020 has represented the greatest space of challenge and learning for CSOs, especially to appropriate the project in all its context and has generated conditions of greater communication, union among members of groups working in VAWG in the region.

Recommendations:

- Facilitate the creation of a greater number of spaces and opportunities for interaction at the regional level among actors working on VAWG issues, in order to promote discussions among networks at the local and regional level, to share what works well (good practices), to foster a cascade effect, awakening curiosity among actors who were not previously willing to rethink changes on the issue, thus favouring advocacy.
- Strengthen the commitment and ownership of key partners (implementers, CSOs, intergovernmental and regional entities and sister agencies of the United Nations partner agencies (UNICEF, PAHO, ECLAC, OHCHR, IOM) with diverse specialties to contribute to visualize and lend their expertise to improve, disseminate results, products, in relation to VAWG+FF issues.

<p>5A. Have all relevant circumstances and risks been taken into account to update the intervention logic?</p> <p>5B. Also, in the context of COVID-19?</p>	<div> <div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div> </div>
<p>The programme has experienced delays as a result of a 6-month delayed start due to slow approval and the COVID-19 pandemic and the challenges it created (see question 14B) for the implementation of activities. However, the programme has demonstrated through actionable decisions that it has taken these risks into account in updating its work plans. The intervention logic has remained valid despite changes in the external context of the programme.</p> <p>5A Have all relevant circumstances and risks been taken into account?</p> <p>The contextual, programmatic, and institutional risks defined in the Programme Document included everything faced in the period under analysis, except for the occurrence of a pandemic with the extreme consequences that COVID-19 provoked. In moving from the design to the formulation of the first work plan, the intervention logic remained intact.</p> <p>5B. Also in the context of Covid-19?</p> <p>In formulating work plans for an adjustment plan (June 2020) and an acceleration plan (November 2020), the risks imposed by the COVID-19 pandemic were considered and adjustments were made to implementation modalities and courses of action within programme activities. <i>"...this was reflected in the reprogramming of Spotlight which caused delays, but allowed for better use of resources, which was not an easy task among agencies to agree upon..."</i> [Informant RUNO].</p> <p>The impact of the adjustments to the programme for the implementing partners was the expansion of the scope of the work they were carrying out, with minimal extension in delivery times, and changes in the methodologies of the field work. According to their testimonies, the pandemic has made the investigations go a little further than planned, adding the elaboration of annexes to the products, not originally agreed upon for some of the organisations²⁶, for example, on the COVID-19 effect on the executions within the project, trying to document the effect of the pandemic on the new realities of violence in women and girls and their access to justice.</p> <p>The pandemic made the implementing partners innovate in the use of other methodologies to implement, to change the form of execution in products that included the face-to-face modality to a 100% virtual modality through all the technology tools that were available. This even made it possible to restructure the budget.</p> <p>Another risk that occurred, according to implementing partners, because of the effect of the pandemic, was changes of personnel in charge in the Spotlight Initiative and within some RUNOs, which cases caused delays in the programmed deadlines because it implied for the new people and actors to start from scratch and take time to get contextualized and updated on the progress of the activities.</p> <p>It is observed, however, that ensuring conditions for the continuity of the work of key regional actors at the end of the Spotlight Initiative investment has not been considered among the risks and therefore not in the intervention logic. This omission is observed, for example, in the lack of support for the institutional</p>	

²⁶ These were agreed upon with the organisations at the time of proposing the new scope of the studies, including an analysis of the effects and consequences of the pandemic in the exacerbation of VAWG, including femicide/feminicide in contexts of high social vulnerability, such as those of human mobility. (informant RUNO)

strengthening of key partners that are executing activities, which have scarce staff and technology to enhance the productivity of this staff, for example *"... if we had the staff, the technological capabilities, we could have a much clearer map of the region"* [Informant Regional Entity].

In the context of COVID-19, one of the 13 activities was eliminated because the COVID-19 pandemic resulted in the cancellation of a media event that was pivotal to the strategy. Otherwise, changes have been of an operational and logistical nature, expanding knowledge management interventions and reducing face-to-face events to present results to decision-makers.

Main findings:

It was found that in the regional programme, the theory of change and the proposed results matrix did not change, the established strategy remains relevant. However, under the new circumstances following the COVID-19 pandemic and with the availability of funds released from travel and event allocations, an opportunity arose to incorporate the impact of COVID-19 on VAWG+FF policies and services into the research and systematizations. This resulted in introducing new lines of action and broadening the scope of the terms of reference in others, and hence the need to reprogramme and reallocate resources in the programme budget. These changes were reflected in the COVID-19 Adjustment Plan, and in the Acceleration Plan. Programmatically, the changes meant adding topics, such as applying behavioural science to the analysis of VCMN+FF, and analysing VCMN+FF in the regional context.

- For the RUNOs, the impact of the pandemic on programme management was to create a plan to accelerate programme implementation and redirect funds to field work activities.
- For the implementing partners, the impact of the adjustments to the programme was the expansion of the scope of the work they were doing with minimal extension in delivery times, and changes in fieldwork methodologies. This made them innovate, transforming face-to-face methodologies to the use of virtual means.
- Implementing partners were not consulted **at the interagency level**, only bilaterally, on how best to respond to the need to execute the regional programme in less time and under the constraints arising from the COVID-19 pandemic, yet they responded favourably to the challenge by helping to minimize delays and deliver the best quality products possible under the new circumstances.

Recommendations:

- Systematize lessons learned on how to manage challenges that arose in the execution of the regional programme due to the COVID-19 Pandemic. For example, strategies for not overburdening people to be interviewed in country-level research and how to overcome the lack of technological means to contact key informants, among others.
- In times of crisis, increase the flow of information to, and involvement of implementing partners in, solving the problems facing the programme. This will make mitigation plans more feasible and increase their commitment to the programme.

6. Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?

☐ Very good - Good

☒ Problems

☐ Serious deficiencies

Although the indicators are adequate to measure overall results and outputs, they are not adequate to measure progress in the development of the regional programme through its activities from year to year. This question is rated "problems" because the indicators available to the regional programme were not adequate **to measure progress on 50 percent of the 12 activities** approved in the work plan that contribute to the expected results.

The programme's Theory of Change (TOC) (described in Table 2 below) has been compared with the Global Theory of Change (TOC)²⁷ to analyse the validity of the coherence of the work plan.

Table 2. Premises of the Theory of Change of the Regional Programme for Latin America

SI LARP Theory of Change

The premises set out in the Theory of Change of the general programme are:

- (1) If regional and sub-regional entities are strengthened to exercise their role in generating political will, convening, monitoring and promoting the highest standards in the prevention, punishment and response to VAW and femicide,*
- (2) whether there is an increase in regional capacities to create changes in social norms, attitudes, and behaviour favourable to gender equality and respect for women's rights, through the dissemination of instruments, tools, and models;*
- (3) whether regionally comparable, disaggregated and quality data on VAWG+FF are generated and used and analysis of poorly understood dimensions of femicide is expanded; and*
- (4) if autonomous and strong civil society organisations are actively engaged in empowering women and influencing decision making on VAWG+FF, as well as influencing and monitoring and holding governments in the region accountable for their public actions;*
- (5) then we will make significant progress in the region to ensure that all women and girls, specifically those in the most vulnerable situations facing multiple forms of exclusion and discrimination, live a life free of violence and femicide;*
- (6) because the regulatory, programmatic, institutional, social, and cultural environment in the region will be strengthened in a coordinated and holistic manner, leading to effectively sanction, prevent and respond to VAWG, including femicide and other forms of discrimination, through laws, plans, programmes, projects, communication strategies for change, empowerment of women and girls and transformation of social behaviours.*

Source: LARP Programme Document.

This analysis showed that, in all pillars, the elements of the overall TOC are met, that the selected indicator is adequate to measure the Outputs, and that the activities under each Output are appropriate to achieve the Output. Going down the level, it was found that the indicator does not fully measure the contributions of the lines of action of the Output activities for reporting each year. Thus it was found that on average 50 percent of the programme activities are not reflecting their progress through the output indicators. See Table 3.

The analysis of the consistency between Outcomes, Outputs and defined Activities found that the programme design is consistent with the Theory of Change stated at the programme level, and its Outcomes and outputs are fully consistent with Spotlight's Theory of Change at the global level. However, at the individual pillar level, the design is not as consistent with the theories of change put forward for each of the three pillars, as shown in Table 3.

²⁷ The Theory of Change described in "Spotlight Initiative. Annex 1. Description of the action (November 2018). A Multi Partner Trust Fund."

Table 3 Relevance of indicators to LARP programme elements.

	PILAR	Complies with global TDC ²⁸	Output indicator is adequate ²⁹	Activities are appropriate ³⁰	Output indicator is suitable for the activity ³¹
Pillar 1	100%	100%	100%	50%	
Pillar 3	100%	100%	100%	25%	
Pillar 5	100%	100%	100%	75%	
Programme average	100%	100%	100%	50%	

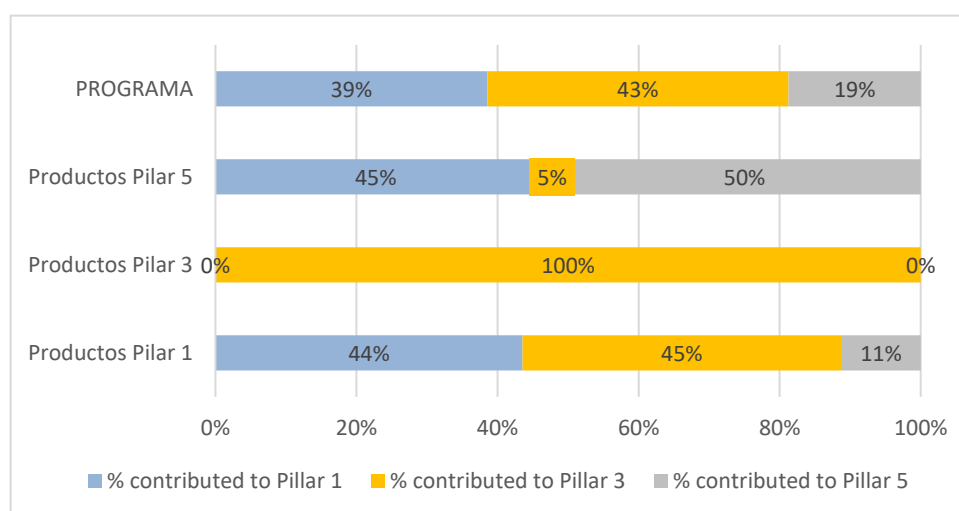
Source: Own elaboration using. Information from the SI LARP Programme Document and the document "Spotlight Initiative. Annex 1. Description of the action (November 2018). A Multi Partner Trust Fund".

It was found that of the 6 unsuitable indicators, four do not measure progress in the initial stage of the output pathway to achieve the final result (indicators 1.1.5, 1.3.3, 1.2.1, 5.1.4), so they do not record any achievement in the short and medium term; another is not an indicator allowed at the regional level (3.3.2) and the other is not completely adequate because it does not measure the impact of the educational activity in changing the attitude of youth, but only measures the number of decision-makers in the institutions that are promoting attitude change; its effectiveness in achieving this is left out (output 3.3, indicator 3.3.5).

Coherence has been measured by counting the frequency with which the budget lines of each activity contribute to the elements of the theories of change of the three pillars. The frequency with which they have done so by pillar is shown in Figure 1³².

Figure 1 shows that the activities in Pillars 1 and 5 are largely supportive of each other's theories of change, only Pillar 3 is consistent with its own theory of change. In addition, in trying to design the programme by limiting it to three of the six Spotlight pillars, activity 1.2.1 has picked up elements that support the purposes of pillars 2, 4 and 6. This activity has elements that correspond to *Output* 2.4 (Civil society organisations of the most vulnerable women); *Output* 4.1 and 4.4; and *Output* 6.3. In other words, activities that would have corresponded to pillars that were not included in this programme were grouped under Pillar 1 in Activity 1.2.1.

Figure 1. Frequency of support of the lines of action of each activity to the theories of change of the three pillars, in percentages.



Source: Own elaboration taking the active activities in the Annual Work Plan approved in 2020.

It was found that in the regional programme the action lines of the activities are multifunctional, having been designed so that, in many cases, one activity supports several elements in the theories of change within its pillar and other pillars. Particularly effective is UNFPA's Activity 1.2.1 which includes the community of practice for essential services and research to identify and systematize promising practices in care services for women from the most vulnerable groups, which included girls and adolescents, women with disabilities, indigenous women, trans and Afro-descendant women, migrant women, and programmes for the re-education of male perpetrators. It also includes studies on gender-based violence in the education sector, the relationship of VAWG+FF with sexual violence and maternal mortality, with human mobility, and on issues of masculinities (active fatherhood and violence during the pandemic); and capacity building in essential services with webinars and virtual courses, and more recently technical assistance to countries adopting the technical guidelines that have emerged from the aforementioned studies. The multiplier effect of these activities has been large, supporting 12 of the 18 premises in the theories of change of the three pillars of the programme. In addition, as will be seen in the section on effectiveness, the selected working methodologies have also had a high multiplier effect and have promoted synergy, knowledge sharing, and the beginning of the adoption of some systematized promising practices; moreover, in the process they have strengthened the technical capacities of women's organisations from the most invisible groups, empowering them technically.

Therefore, it is concluded that the system of indicators proposed by the Spotlight Initiative is insufficient to detect the progress of the regional programme during the reported periods, since they are designed to measure the final impact of the Outcome and Output, but not the programmatic progress during programme implementation. To illustrate the case, **Annex 4 presents** the case of an indicator that is adequate for the Output but does not measure the development of the indicator as the programme is implemented. And, **to support this conclusion, Annex 5 has been prepared with a table** showing the results reported for the regional programme indicators in year 1 and 2 to the Secretariat. The table relates outcomes-outputs-activities and indicators, showing the results reported in annual reports for the indicators and adds a column showing the technical progress of the activities. It can be seen from the comparison **that there are many indicators with zero progress, although technical progress is "in progress" between 50 and 90 percent** towards closure.

With respect to being able to modify the indicators to reflect the regional reality, the Secretariat indicated that *"... we had many tests, much to learn during the implementation of the programme, so the first round started with those (national) indicators trying to put the context of a regional programme within indicators"; "...we tried several times to work with the team to improve the indicators or adjust the understanding of the indicators in the regional context or identify specific indicators that corresponded better to the activities to the results threads"*. Subsequently, accompanied by the flexibility to understand a little better how the process worked, attempts were made to renegotiate, identify, modify the indicators, however there is still the assertion that the indicators proposed do not satisfy.

²⁸ Each Outcome selected from the programme is the same as the Global TOC, qualifying how it applies to the region. Therefore, they are a 100% match.

²⁹ The Output in the pillar is one of the outputs of the overall programme and the indicator is one of the standard indicators, which fits with the output, so it is 100%.

³⁰ The activities were analysed and will produce by-products that contribute to the output, so they are 100% appropriate.

³¹ The indicator is adequate or not, at the indicated percentage, to measure what the activities contribute to the expected result.

³² The theories of change by pillar are described in the Programme Document.

Main findings:

- **The design of the programme's work plan was found to be consistent with the Theory of Change stated at the programme level, and its Outcomes and outputs are fully consistent with Spotlight's Theory of Change at the global level.** However, at the individual pillar level, the activities in Pillars 1 and 5 are largely supportive of each other's theories of change, only Pillar 3 is consistent with its own theory of change. Furthermore, in attempting to design the programme by limiting it to three of the six Spotlight pillars, activity 1.2.1 has picked up elements that support the purposes of pillars 2, 4 and 6.
- It was found that **the indicators selected for the regional programme, although suitable for the Outputs, were not adequate to measure the progress of the programme through the activities that contribute to achieving the outcome.** When adapted to the region, the particularities of the implementation strategy (for example, the lines of action selected to achieve the by-product of the activity) are not picked up by the indicators, **and this does not allow to measure during the implementation, the progress that is being made to achieve the expected results.**
- The case study of an indicator illustrated in Annex 4, **shows the need to define more precisely the work path to achieve the indicator**, defining for each year a *milestone* that reflects the situation they hope to reach (even if it does not reflect the total indicator) and measured with the unit of measurement of the indicator, and another milestone for the 2nd year that reflects the change they have reached, and in the case illustrated, taking the final achievement of the indicator to phase 2. This will allow the Spotlight Secretariat to see if the progress they are making reflects the original plan. It will also allow the staff implementing the programme to use the indicators as a tool to constructively help define implementation methodologies. For now, the indicators do not have much to do with the day-to-day dynamics of implementation.

Recommendations:

- To make the Spotlight Initiative indicators more appropriate to the reality of the regional programme, request that the measurement sheets define the work paths and mark the processes with milestones of the type of achievement expected at the end of each year, measured with the indicator's unit of measurement. For example, in the case of 1.1.5, the first milestone would be to raise awareness among key officials. The second would be to achieve increased knowledge of X number. The third and final milestone would be capacities built in Y number of countries to implement the protocol or to advocate for specific changes by implementing the Model Law in a target (Z) number of countries.
- Aiming to order the final results of the programme in phase 2, it is suggested that the activities arising from 1.2.1 of pillar 1 that correspond to global outputs of pillars 2, 4 and 6 should be established in those pillars since they are more advanced with respect to their adoption by the countries to strengthen public servants who provide care and protection through the package of essential services, and should not be confused with results of pillar 1. Likewise, strengthening activities to advocate with women's CSOs from the most vulnerable groups should be visible in Pillar 6, even if the technical services they provide are in other pillars.

Additional questions: Are programmes aligned with the 2030 Sustainable Development Goals (SDGs) agenda?

According to the programme document, it is aligned with SDG 5 to achieve gender equality (in its overall purpose); SDG 1 to end poverty (by applying intersectionality); SDG 3 to ensure healthy lives and promote well-being (through essential care services); and SDG 16 to promote peaceful societies, justice, and strong institutions (Outcome 1).

The project highlights the importance of investing specifically in women and girls, a prerequisite for achieving sustainable development in line with the 2030 Agenda.

C. EFFICIENCY

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

☒ Very good - Good

☐ Problems

☐ Serious deficiencies

The programme has used appropriate implementation mechanisms to achieve the expected results. More than the mechanisms, what has been adequate is the flexibility to change and select implementation mechanisms to respond to challenges in times of crisis, such as those caused by the pandemic and then by the bottlenecks that developed because of the pandemic (see questions 8 and 14).

Implementation had to be fast paced from the start of the project, and this has resulted in pressure on the implementing entities. The intergovernmental entities and the women's CSOs that have participated have in common that they do not have many staff or state-of-the-art technology, so the accelerated pace has meant that the women involved (who are most of the people implementing this initiative) have considerably increased their daily and weekend working hours, affecting their family responsibilities, and reducing their rest time. This has also been found among RUNO staff with similar consequences on their burnout. It was generally expressed in the interviews that this pace cannot be maintained in phase 2.

It is worth mentioning that in relation to the functioning of these implementation modalities, 57 percent of partners and executing entities interviewed (total of 35) identified areas for improvement with respect to reducing bureaucracy, reducing delays in start-up processes, improving communication to enhance technical coherence, improving contracting processes, among others. These are detailed in the following sections.

Are the chosen implementation mechanisms adequate to achieve the expected results?

Based on the results found in the documentary and financial review and interviews, the implementation mechanisms initially planned were adequate, with respect to the executing entities they have been "fair" in terms of the performance of the contractual arrangements as they were not in all cases satisfactory to the executing entities, and "less adequate" with respect to implementation modalities, not because they were not effective at the time of planning but because with the conditions imposed by the COVID-19 pandemic they were no longer adequate (e.g. activities related to meetings and travel). Although the selection itself has not been uniformly appropriate, the process of changing them to fit the needs of the moment has been well managed.

Areas for improvement in operation

Based on the interviews with a majority of implementing entities, it is observed that the selection of partners and implementing entities was successful because under the project conditions (less time to achieve the planned results, changes caused by the pandemic that increased the pressure to accelerate the pace of implementation and change implementation strategies, administrative obstacles, among others) all the entities interviewed without exception have adapted to the changes and used to the maximum their internal resources (including their networks of contacts with women, their time and physical resources) and those of the project to move forward with the agreed products.

This is attributed to the fact that the implementing entities in the programmatic areas are all key players in the regional and national processes in the fight against VAWG+FF, the activities are in line with their

strategic purposes, and they see these activities as part of the commitment to this cause, so they tolerate administrative pressure and setbacks.

However, in the process of managing implementation, areas for improvement repeatedly emerged during the interviews. Implementing entities included individual consultants (with service contracts), CSOs (mainly with agreements and transfers and grants), intergovernmental institutions (with agreements and transfers and grants) and advertising companies (not interviewed) to produce knowledge products (service contracts). The interviews with the EU, Secretariat, consultants, CSOs, partner agencies, implementing partners and intergovernmental and regional institutions showed that they are generally satisfied with the mechanism used, however, of the total number of interviewees 57 percent say in some way that there are areas for improvement for a second phase. These include:

- Remedy the lack of communication between implementers of activities that work on similar themes and involve the three RUNOs, which hinders the technical coherence of the results;
- bureaucratic procedures that limit RUNOs from working together, especially not being able to transfer funds between them as a requirement of the Spotlight Initiative;
- the difference in procurement and contracting processes between agencies that make it difficult for implementing partners working simultaneously with all three RUNOs;
- Prolongation of times due to research processes, review of intermediate products, readjustments of activities because of reviews, and therefore amendments to contracts,
- Not being satisfied with the time taken for agreements or contracts, and the additional work when it was unpaid that represented an accelerated and somewhat exhausting additional burden;
- Intergovernmental institutions were not satisfied with the lengthy budget negotiation processes, nor with the amounts finally agreed upon to cover costs for defined work and institutional strengthening.

Use of implementation modalities to streamline financial execution

An analysis of changes made to budget lines by modality of implementation, as a result of adjustments for the COVID-19 pandemic and the September 2020 acceleration plan, shows that in the initial budget in the 2019 Annual Work Plan, the predominant modality based on value allocated was transfers and grants (52 percent of the budget), followed by contractual services (25 percent), travel (15 percent) and general operating costs (8 percent). This reflected the strategy of doing research for studies and then presenting the results at face-to-face meetings for advocacy, covering travel costs for researchers, meetings, and meeting expenses. With the pandemic and confinement, virtual media were used, and these budget lines were reallocated, except for funds that had already been spent. In the budget submitted with the Acceleration Plan dated September 2020, the implementation modalities had changed. There was a migration to contractual services which were up 21 percent, while transfers and grants were down one percent, travel was down 15 percent and general operating costs were down 5 percent.

Table 4 shows the changes by RUNO, reflecting the strategies of each to accelerate their budget execution. It shows that in the initial budget, UN Women had 76 percent using transfers and grants, UNDP had 43 percent using contractual services and 23 percent in travel, while UNFPA had 56 percent in transfers and 19 percent in travel. This meant that both UNDP and UNFPA had to make significant adjustments to reallocate travel funds to other work streams and modalities. UN Women increased contractual services by 26 percent by reducing the transfer modality, while UNDP and UNFPA reallocated funds from travel and general operating costs of planned meetings to contractual services (UNDP by 14

percent and UNFPA by 25 percent) and to a lesser extent to transfers & grants for new activities (usually studies/research).

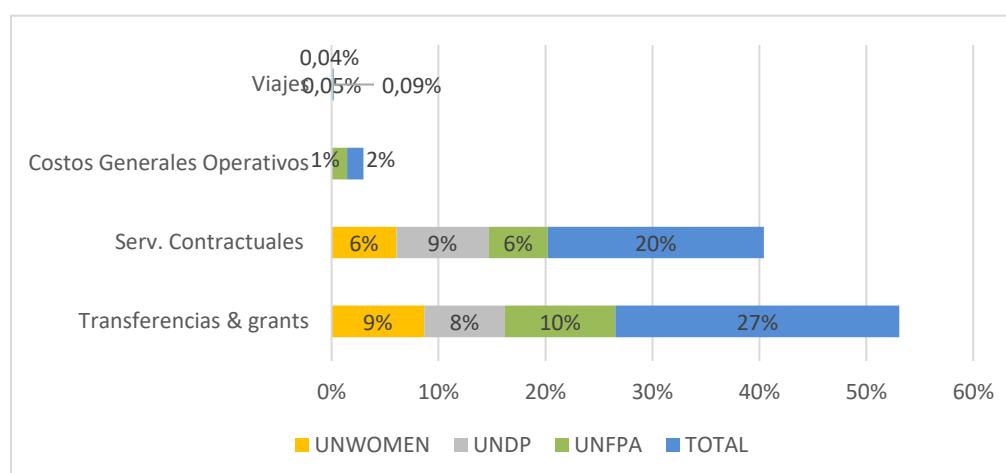
Table 4. Budget implementation modalities. Changes in budget lines by implementation modality, between September 2020 budget and 2019 annual work plan.

Implementation modality	UN Women	UNDP	UNFPA	TOTAL
Transfers & grants	-23%	11%	6%	-1%
Contractual Services	26%	14%	25%	21%
General Operating Costs	-2%	-1%	-12%	-5%
Travel	-2%	-23%	-19%	-15%
Total budget	0.5%	-0.23%	-0.29%	0.00%

Source: prepared by hera using the budgets in the 2019 annual work plans and that of the September 2020 Acceleration Plan.

As of December 2020, according to figures provided by the RUNOs that are not yet reconciled, the budget execution of activities (excluding overheads), by implementation modality shows that 27 percent of the outputs budget had been executed through transfers and grants, and 20 percent through contractual services, two percent as operational overheads and 0.1 percent as travel. See Figure h 2. It can be observed that travel and operational costs have been almost zero options.

Figure 2. Budget executed as of December 2020 by type of implementation modality by RUNO and total (% of outputs budget)



Main findings:

- Based on the results found, the implementation mechanisms initially planned were adequate with respect to the selection of executing entities, regular with respect to contractual arrangements as they were not in all cases satisfactory for the executing entities, and less adequate with respect to implementation modalities because some of them were not adequate to the conditions imposed by the COVID-19 pandemic.
- Since the COVID-19 pandemic, there was a prompt response by the programme to change the implementation modality to accelerate the execution of expenditures, as in June 2020 they submitted an adjustment plan, four months later, in September 2020, they submitted an acceleration plan and by December 2020 reported expenditures had increased by 18 percent.

- These changes occurred through applying different strategies per RUNO, which at the programme level resulted in an increase in the use of contractual services (21 percent of the budget), a minimal reduction in transfers and grants (minus one percent), a reduction in travel (minus 15 percent) and general operating costs (minus five percent), see Table 4. However, in the overall context, transfers and grants have accounted for 27 percent of total expenditures for outputs, and contractual services for 20 percent, as of December 2020.
- The effects of the administrative processes and of demanding accelerated programme management on the people who are executing the activities (illustrated by the areas for improvement detected in the interviews and the need to increase working hours and the number of people to meet the agreed times), lead to the conclusion that they are not people-centred processes, as no measures have been reported to mitigate them.

Recommendations:

Improve contractual arrangements with implementing entities, which are also key actors to achieve the medium and long-term results planned by the Spotlight LARP Initiative, considering:

- In Phase 2, do realistic planning of the activities and outputs that can be achieved under current post-pandemic conditions and the actual costs of the activities (i.e., less time means more staff to achieve the same result).
- Consider the purpose of institutional strengthening to improve the sustainability of the programme's results in the negotiations with executing entities that are also strategic partners in the fight against VAWG. For the strengthening of CSOs and intergovernmental institutions, take into account their limited personnel and technology and include in the agreements investments to update their technology and thus increase the productivity of their personnel, so that post-Spotlight they are strengthened to better continue their role in carrying out the proposed changes through their advocacy with decision-makers in the region.

8. Do partner government and other partners in the country effectively steer the action? (Please consider Government, CSO and EU Delegation)

☐ Very good - Good

☒ Problems

☐ Serious deficiencies

In the mechanisms for directing action, there is no openness for the participation of many of the key intergovernmental and civil society actors who are implementers, which would strengthen the sustainability of the programme's results.

Are intergovernmental institutions and other partners effectively leading the action?

Responsibility for effectively directing the programme's action rests solely with the Steering Committee, which includes representatives of the SCRG, the RUNOs and the European Union. At the operational level, the Technical Implementation Group, composed of the RUNOs and coordinated by the regional programme coordinator, makes the decisions that direct the day-to-day running of the programme. The intergovernmental institutions and CSOs (those that are not part of the SCRG) that are key actors and implementing partners do not have any participation in these spaces where action is directed. The role of the EU Delegation, although designated as co-chair, is one of representation of headquarters and all

decisions are passed on to headquarters for validation, so they do not play a leading role in directing the action either.

The European Union delegation

The delegation representing the European Union in this programme plays a much less leading role in directing the programme than that observed in other Spotlight country-level programmes. Its role is to represent the EU headquarters in the Steering Committee and to follow up the implementation of the programme. This function started with the EU Delegation in Nicaragua and then moved to the EU Delegation in Costa Rica. Moreover, they promote synergy according to their regional priorities.

With respect to the functioning of the Steering Committee, the representation of the European Union indicated that they have been involved by making comments, observations and reporting to their headquarters on the concept note for the execution of phase 2 and on the COVID-19 adjustment plan. They consider that as time has progressed their involvement has increased. ... *"and in the last committee we consider that we are more aligned at the level of interaction and participation"*. (EU informant).

The SCRG

The SCRG has two representatives assigned to the steering committee. They participate effectively in providing advice for decision making and have made important contributions in the post-COVID-19 adjustments that led to increased resources directed to women's CSOs serving victims of the increase in VAWG+FF since the containment imposed for the COVID-19 pandemic.

This group is made up of 10 people who were selected based on a regional call, and its members represent women's movements and groups living with multiple forms of discrimination, currently including indigenous women, Afro-descendants, women living with HIV, and a representative of a regional/global network of men working for gender equality.

The main objective of the SCRG is to advise on the design and implementation of the regional programme, supporting as partners and advocating for the realization of the programme's objectives. It meets twice a year, prior to the Steering Committee meetings. The two people who represent it in this space are nominated by the group annually. To avoid conflict of interest, they cannot participate in discussions and decisions involving their organisation.

RUNO

These organisations are primarily responsible for the technical, programmatic, and financial implementation of the programme in each of its components and its results framework, for guiding the Spotlight Team and for jointly making day-to-day project management decisions. They are also responsible for facilitating coordination with the other partner agencies on the Results, and will form the Technical Implementation Group. Each RUNO provides technical staff for programme implementation and support.

Intergovernmental institutions, CSOs and partner agencies

The intergovernmental institutions representing national governments, and the regional and national civil society organisations and networks and UNS agencies associated in the implementation of the programme are leading these actions effectively by producing results under great pressure, but they do not play any role in the direction of the regional programme. The information they receive on programme progress is limited to the activities they implement. The CSRG, although it includes some, does not represent the CSOs that are implementing entities in its functions, and there is no other mechanism for civil society or government participation in the direction of the programme. The UN partner agencies have an official channel to the Technical Implementation Group, which is the inter-agency group.

The documentation and interviews reveal that in the regional programme, governments are represented by intergovernmental bodies, which in this case are the Follow-up Mechanism of the Belem do Para Convention (MESECVI), and the Council of Women's Ministers of Central America (COMMCA), which incorporates the Ministers of the women's mechanisms of the Central American Integration System. The level of public servants is included through the AIAMP Specialized Gender Network. Civil society is formally included through the Regional Civil Society Group (SCRG) described above, and by the civil society organisations (CSOs) included in the implementing entities, which include women's organisations such as CLADEM, the regional network that prepares the alternative report on progress on the Convention on the Elimination of Violence against Women (CEDAW), and other regional women's organisations and networks, particularly indigenous women, people with disabilities, and others that serve Afro-descendants and LGBTI people.

From the international cooperation only EuroSocial+ is an obvious ally of the programme.

Except for the European Union, which co-chairs the Steering Committee, the other key actors are not involved in steering the programme. Intergovernmental institutions were involved in the design. In the case of MESECVI and AIAMP, the agencies (UN Women and the Office of the United Nations High Commissioner for Human Rights (OHCHR) respectively) were already supporting the efforts that were included in the regional programme and their assessment of regional priorities was considered to incorporate them into the programme. However, these institutions have never been invited to participate in meetings of the Steering Committee or the Technical Implementation Group.

The interviews show that MESECVI and COMMCA consider that their mandates make them responsible for advancing in the region the results that the Spotlight Initiative has adopted; however, their vision of the progress of the programme is limited to the component in which they participate (Results 1 and 3, respectively) and to the activities that they individually carry out. Despite this, they reiterated their desire and commitment to advance in the region to the degree of impact that they can individually exert, with the limitation of resources.

Similarly, CSOs that are executing entities also do not participate in the programme's follow-up and decision-making mechanisms, except through representation in the CSRG.

For these key implementing partners (intergovernmental institutions, CSOs, and UNS partner agencies) in the fight against VAWG+FF, the Spotlight Initiative has played a catalytic role, accelerating the results of their work; but at the conclusion of its intervention, these entities will continue to move forward with their mandates, with or without UNS support. An understanding of the importance of these key actors before, during, and after the regional programme has not been evident in the interviews conducted with the RUNOs, in contrast to the testimonies of implementing partners about how little information is shared with them about the big picture of the programme.

Main findings:

- Intergovernmental entities and women's civil society organisations and networks that are participating as implementers because of their track record in addressing VAWG are key actors that are leveraging the Spotlight Initiative to leverage their mandates. However, they play no role in steering the Programme through the decision-making mechanisms, nor in advising on strategic decisions.
- Little information is shared with these entities, and it is generally limited to the activities they implement, little on the pillar landscape, and none on the programme as a whole. However, the

programme assumes that these key institutional actors will resume their leadership role in advancing the results Spotlight has adopted when this funding concludes.

Recommendations:

- In phase 2 establish a new practice so that implementing partners who are key strategic actors in advancing post-Spotlight results (intergovernmental institutions, CSOs and UNS partner agencies) can be regularly invited to meetings of the Technical Implementation Group and even the Steering Committee on strategic issues to provide input into decision-making and be informed of programme progress.
- For the second phase, in PRODOC, modify the composition and functions of the Technical Implementation Group and the Steering Committee to allow the participation of representatives of key strategic partners for the sustainability of the LARP SI results in the region. These representatives can participate with voice, but not vote, and could be not for all meetings but, for example, for key moments such as elaborating the annual work plan, reporting progress, or making changes to it.
- In addition, among the functions of the Technical Implementation Group, add the invitation of implementing partners to progress evaluation meetings prior to reporting on the Work Plan, which allows to know about progress in all pillars and to make synergy and learning for the next implementation period.

9A. If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? BEFORE COVID
9B. What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? AFTER COVID

☒ Very good - Good

☐ Problems

☐ Serious deficiencies

The delays in the programme are considered low risk because with the extension of time given until December 2021 to conclude the first phase, it has been possible to adjust the execution of the activities, guaranteeing the achievement of the expected results. The low risk is estimated due to the efficient management of the work plan and the challenges imposed by a delayed start of implementation of activities, the transformations required by the COVID 19 pandemic and the management of the bottlenecks that it caused in the field activities, and the percentage of activities that remain to be carried out.

From the perspective of implementing partners, according to some of the interviews, the delay in initiating programme activities caused some discomfort among some implementing partners and among the RUNOs themselves due to the levels of bureaucracy that the Spotlight Initiative manages to advance the implementation of the processes, which was aggravated with the arrival of the pandemic.

In the case of the COVID 19 pandemic, the most frequent response about its impact is that it affected the development of activities in the originally planned methodological proposal, in the timing and reorientation of resources: *"...the execution of this project was obviously quite complicated by the COVID-19 pandemic, mainly because it included face-to-face training and obviously it was impossible to travel during that year, so that required us to readapt the project to virtual training".*³³

³³ Informant Implementing Partner

9A PRE-COVID-19

The delay with the greatest impact on the programme has been the approval by the Spotlight Initiative at the Secretariat level six months after the country programmes in the region, which forces the programme to achieve programmed results from four years of implementation to three and a half years. This has created an atmosphere of haste that had an effect on the implementing entities and in turn on their staff and/or partner women's organisations. *"Phase 1, starting in June 2019 was already 6 months behind schedule compared to other programmes...giving 1.5 years for a 2-year programme, which put it under a lot of time pressure."* In addition, *"There are very long approval processes, which stretch the time...like for the reprogramming by COVID-19, which was from March to July 2020 to approve, and delays implementation, for a time that was already very short"* [Informant RUNO].

In the Acceleration Plan report dated 27 November 2020, UNFPA reports that the delay in receiving the second disbursement delayed activities, as they had to seek and process a loan from regular resources to cover some activities. This delayed the contracting of activities, which, although they started later, have nevertheless had to be implemented within the timeframe defined in the programme work plan. This has had the effect of putting a more intensive effort in a shorter period, generating overtime with a negative impact on the other work of the people involved, as described in previous sections. *"The second disbursement was expected from August 2020 and came in December 2020, when the systems do management closures and could not commit any more funds because they were closing their accounting, which caused a major detriment to the implementation. This caused real costs to the RUNOs, as they put regular funds to ensure the hiring of consultancy, which could not always be recovered"*³⁴.

Among the programmatic risks cited in Annex B. Risk Management Report (December 2020), *"Implementation delays due to time-consuming negotiations of collaborations with partner agencies and mechanisms"* is mentioned. Testimonies indicate that CSOs made enormous efforts, with limited resources, to shorten implementation times caused by start-up delays due to negotiations with them and the non-arrival of funds; however, once started, they have tried to accelerate the pace to compensate for the initial delay, which was not under their control.

9B COVID-19

The COVID-19 pandemic compounded the initial delay because activities had to be rethought. In addition, during the implementation of the research studies, informants from the public sector and CSOs that serve VAWG victims were busy attending to the pandemic and had little availability to attend to programme researchers. Changes in the management of activities have been elaborated in question 5.

The December 2020 Report, Annex B. Risk Management Report, includes as a new risk, *"Delays in implementation due to changing government priorities to address the pandemic and the socio-economic consequences that have arisen. The main delays are seen in the response time of institutions to continue/establish collaborations or with data collection"*. For research activities, which rely mostly on public sector informants, this became a bottleneck that prolonged consultancies by several months. The containment measure proposed in the report and cited as implemented in the interviews is *"Mapping of all institutions to be contacted to send a single communication with several requests and support with focal points to follow up on Spotlight's work to order the requests and not overwhelm the counterparts"*. Despite this, informant testimonies indicate that in some cases the interview appointment was not resolved favourably, resulting in alternative mitigation measures being taken.

³⁴ Informant RUNO

A second new risk mentioned in the previous report was *"Lack of technological capacities on the part of stakeholders. This includes public institutions and civil society organisations that since before the pandemic had few technological tools... to be able to work remotely or without having to schedule face-to-face meetings..."*. The proposed solution was to *"use accessible tools or information sharing through less traditional means of communication for the workplace such as using the WhatsApp application to share information, make calls and be in communication with stakeholders."* Key informant interviews showed that this greatly impacted research by CSOs in the region in the search for good practices in preventing VAWG in an intersectional way, and that it effectively required a lot of flexibility on the means and mechanisms of digital access to ensure the participation of all sectors.

Another risk cited is that *"the emergency situation limits the resources and capacities of implementing partners resulting in difficulties in delivering outputs on time."* However, all implementing partners interviewed stated that this situation did not prevent them from complying, with minimal delays, with the agreed schedules, mentioning only one significant extension, which was extended because there was more information obtained that required more time for analysis. The impact on the human resources of the organisations has been elaborated in question 5.

The main effects of the COVID-19 pandemic were:

- The changes in the timing for the execution of activities affected the scheduling of the activities of implementing partners and caused the migration of the format of face-to-face research activities to virtual mechanisms, impacting the scope and nuances of the research, particularly in relation to "those who are usually left behind" because they are people with little access to the digital world. At the institutional level, human resources had to increase working hours and add volunteers to meet the agreed-upon timelines.
- In the case of research on the normative framework and the multidimensional studies on femicide, which involved a majority of informants from the public sector, in the 27 November 2020 acceleration plan, UNDP notes that due to the management of the pandemic by the civil service in the countries, data collection processes have been postponed, mainly from key actors in the governments (due to low priority, changes in administrations, social and political problems). The processes are carried out by UNDP offices, making formal requests to the institutions for individual interviews, coordinating focus groups, self-completion of questionnaires, access to data, etc. Mobility restrictions and business closures prevent face-to-face meetings for experts and consultations. Mitigation measures reported include rescheduling requested from consultants to end April 2021, moving to virtual interviews of all types, and the UNDP regional office developed a strategy to monitor and ensure timely responses to requests sent to national institutions.
- UN Women for its part indicates that they have increased monitoring of implementation and delivery of outputs, with weekly and bi-weekly meetings with partners, and established a process of designating individuals to review outputs with strict deadlines. In addition, they hired a knowledge management consultant to review the Initiative publications as they are received.
- In the budget execution of the regional programme, resources were reallocated for travel and regional meetings for consultations, validations with experts and country officials. In the November 2020 report, the RUNOs report that they were in the process of reallocating resources from travel to other purposes.

Main findings:

- New contextual (reorientation of public priorities) and programmatic (delays in contract negotiations) risks have affected the pace of implementation, prolonging the time to conduct the research and studies, their reviews, and to be able to publish and finalize this work. The institutional risks listed above may become more relevant in Phase 2, as institutions will become the target group for the advocacy activities that will continue the research and dissemination process of the first phase.
- In the CSOs and intergovernmental institutions that were implementing partners, implementation times were shortened and to comply they changed formats from face-to-face to virtual mode and increased their working hours or volunteer staff to be able to carry out the work in the period available, incurring in minimal delays.

Recommendations:

- The recommendations on how to better manage the bottlenecks that arose in gaining access to public servants are reiterated: *"Map all the institutions to be contacted in order to send a single communication with several requests and support with focal points to follow up on Spotlight's work in order to order the requests and not overwhelm the counterparts"*.
- Review the procedures for the initial recruitment of implementing partners that caused delays in the start-up of activities to identify ways to streamline them in each RUNO.
- Recommendations of an administrative nature are reiterated in the UNS to overcome the bottlenecks described in question 11.

<p>10A. How effectively is the Initiative managed?</p> <p>10B. How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate?</p> <p>10C. How effectively is the Programme managed? Are the National Steering Committees functioning efficiently and in line with Spotlight principles?</p>	<p><input checked="" type="checkbox"/> Very good - Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>In general, an efficient management of the programme's management mechanisms can be appreciated, in the context of a delayed start by six months and the challenges of operating under the conditions of the COVID 19 pandemic. However, aspects that could be improved have been identified in order to streamline its effectiveness and, especially, to enhance the sustainability of the results.</p> <p>10A Effectiveness of the management of the initiative</p> <p>The effectiveness of regional programme management has been estimated by measuring the progress of programme indicators. This shows that 18 percent of the indicator by-products are at 90 to 100 percent progress in their implementation; 61 percent of the by-products are in progress between 51 and 89 percent progress, and 19 percent show insufficient progress (less than 50 percent progress). Two percent appear not achieved due to insufficient information on technical progress and a financial execution of 16 percent in December 2021 (see Figure 3). This means that 79 percent of the activities have been executed according to the schedule of the approved work plans, compared to 88 percent of the programmed time until August 2021, when the administrative funds end. There is a 9 percent gap between these times which is reasonable considering the obstacles faced in the period.</p> <p>This estimate has been made based on information on technical progress as of May 2021 and financial execution by activity and budget line through December 2020, using information provided by RUNO</p>	

technical staff. Other supporting evidence has been the review of a large sample of outputs produced to date. The lack of synchronicity of data means that there is a 5-month gap between financial implementation data and technical progress. For this reason, the technical progress has been weighted more heavily and activities whose financial execution was less than 50% in December 2020 have been listed separately.

The measurement categories used are in relation to the implementation of the indicator's activities:

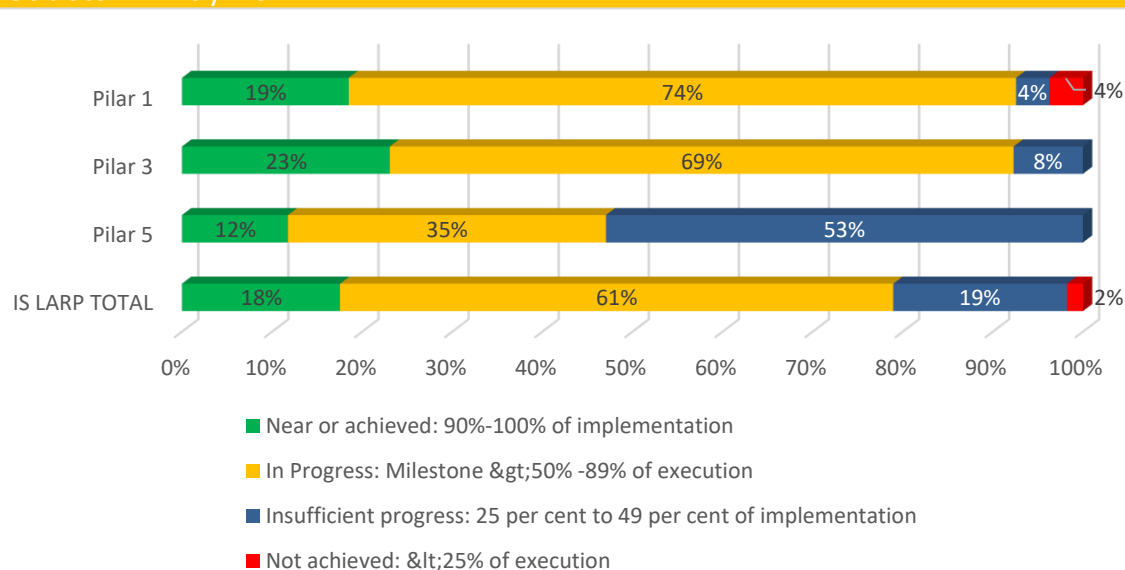
- 1) Almost there and achieved (90%-100% of execution);
- 2) In progress: 50% -89% of implementation;
- 3) Insufficient progress: 25 to 49 per cent of implementation;
- (4) Not achieved: less than 25 per cent of performance

There are 8 indicators that measure the by-products produced in 12 activities. The next step was to sum the frequency of the categories found for the budget lines of each activity; then the sum of the frequency of the activities for each indicator. Finally, the sum of frequencies of indicators for each pillar. Annex 6 shows the table with the final results of this analysis.

The result is also illustrated in Figure 3. The percentage of progress towards the achievement of the indicators for the programme is 18 percent of the sub-outputs are at the almost or achieved stage (90-100 percent implementation), 61 percent are in progress between 50 and 89 percent implementation, 19 percent are in insufficient progress with between 25 and 49 percent implementation and two percent remain at the unachieved stage with less than 25 percent implementation.

By pillar, the one with the most indicators with advanced by-products is Pillar 1, where 19 percent have 90 to 100 percent progress, 74 percent in progress between 50 and 89 percent progress, and 4 percent with less than 50 percent progress. An additional 4 percent are listed as not achieved, with no technical progress information and a financial progress of only 16 percent. This may not reflect reality.

Figure 3. Progress of the indicators by percentage of execution of the sub-products in May 2021.



Source: Prepared by hera using information provided by RUNOs and annual work plan documents (initial, June 2020, November 2020, November 2020, April 2021).

Pillar 3 has more activities (23 percent) with 90 to 100 percent progress, 69 percent are between 50 and 89 percent progress, and eight percent are less than 50 percent progress.

Pillar 5 is the least advanced. It has 12 percent of its by-products with 90 to 100 percent progress, but only 35 percent are in progress between 50 and 89 percent progress, and 53 percent are rescheduled activities that started later and are less than 50 percent complete. These by products are part of the delayed activities scheduled to be completed in September and October 2021.

10B Efficiency in Programme Management

How efficient is the management of the Programme?

Programme management is defined in this evaluation as the processes of identifying, selecting, and managing the procurement of services, monitoring them, managing the processes according to the terms of reference and ensuring that the agreed outputs are delivered with the expected quality and on time. The efficiency constraints identified in the programme are in the management stage of the procurement of services.

In the analysis of efficiency in procurement processes, the result is characterized by slowness in the initiation of processes. If we go by the first report of the programme (December 2019), it was reported that in the first six months they had managed to identify, negotiate scope of activities to be executed and initiate contracting processes for the activities of the work plan for year 1. Then, reviewing the type of constraints identified for the activities with risk of delay in the Acceleration Plan dated November 2020 identifies the type of constraints faced in management. The assessment has categorized the constraints into four types: (i) the activity is still in contracting stage; (ii) it is still in preparation stage to implement; (iii) it is still in planning stage prior to execution, (iv) it is waiting for an interagency agreement to proceed. These are symptoms of complicated procurement processes, which are different for each agency. COMMCA, an institution that has had to work with all three RUNOs, expressed that it was slow to negotiate the budget for the agreed work plan and sign agreements; in terms of administrative processes, it found some more streamlined than others.

With regard to the "One UN" concept, a constraint is that agencies have different procedures for reaching agreements and managing resources, as it requires the partner more time to prepare documentation for the same process. Considering that the bottleneck is in the initial part of the procurement, these delays could be related to the verification of compliance with the requirements for suppliers. UNFPA, for example, indicated that it has a process for spot checks and audits to accompany the supplier, and UNDP had an audit process that is similar, which when applied to the same supplier allowed UNFPA to take those results and proceed with its own system. This created a positive synergy.

With respect to following up and managing the processes according to terms of reference and achieving the agreed-upon outputs, interviews with implementers (whether consultant or CSO/NGO) show that the process involves agreeing on a work plan that is followed up and technically accompanied, and that they are constructive collaborative processes.

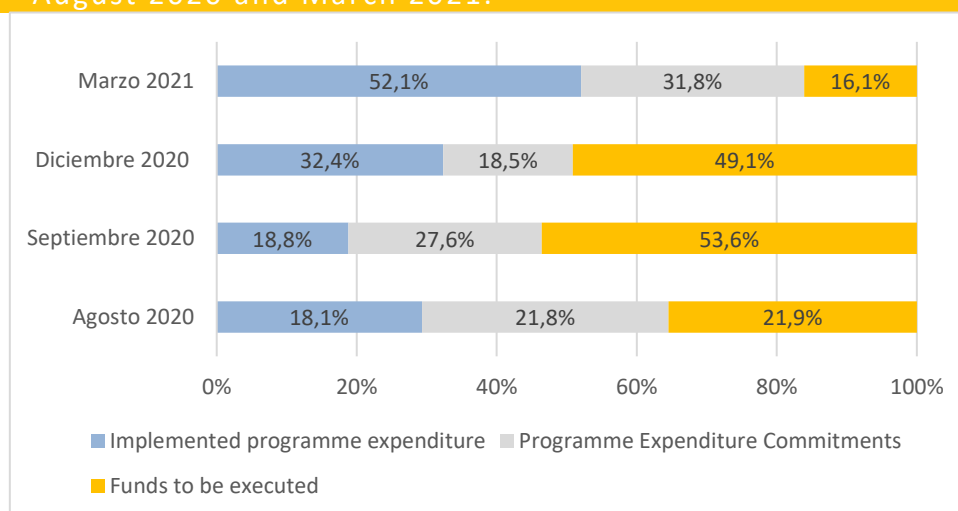
The only exception noted was where an innovative process for technical quality control was introduced for multidimensional femicide studies. In 22 percent of these interviews, consequences were identified related to requesting revisions that expanded the scope of the initially agreed terms of reference, or that there was insufficient clarity about where responsibility for the research methodology lay in the field, or about what was to be explored and analysed in the topic and therefore which revisions were justified and which were outside the scope of the TOR. The mechanism of the studies has been an innovative practice

in underexplored topics, so these experiences should be considered as lessons learned to improve the work pathways and TORs in future studies.

Financial execution

The most recent reconciled financial information that the evaluation team was able to obtain was from August (preliminary report) and September 2021 (source: Spotlight Secretariat). However, the information used to monitor the programme internally was accessed. These data show that there has been a large quantitative progress from December 2020 to March 2021. Figure 4 shows how the level of expenditure execution has risen from 18 percent in August 2020 to 52 percent in March 2021 according to the figures obtained. The level of committed expenditures also rose from 22 percent in August 2020 to 32 percent in March 2021, leaving 16 percent of the budget to be committed in the next 5 months (until August 2021). However, adding the expenditures already committed, 48 percent of the funds remain to be liquidated. This information should be verified with the financial reports submitted to the Spotlight Secretariat for December 2020 and March 2021.

Figure 4. Execution of programme expenditure and funds committed between August 2020 and March 2021.



Source: Elaborated hera using data from "Spotlight Provisional financial report_LARP20oct_Signed RD for the month of August 2021"; and, programme data taken from the "Copy of Interagency Budget Revision 15 April 2021 v3+ Delivery Modality Drop down" file for the months of September and December 2020 and March 2021. These data are internal programme estimates and have not been verified with reconciled financial reports.

With respect to the activities identified as having the slowest expenditure execution, these are listed in Table 5. They were identified based on information provided by RUNO technical staff on budget execution by activity up to December 2020. Those without any reported expenditure can be seen in Pillar 3 and Pillar 5. As mentioned above these are the most recently programmed activities.

Table 5- Activity budget lines with low budget execution in December 2020

PILLAR 1	PILLAR 3	PILLAR 5
1.1.1 (3)publications 16% 1.1.1 (3)publications 16% 1.1.2 (2)publications	3.2.1 (2) BIT Campaign 23%.	5.1.1(3) Public opinion studies 0% (new)
1.1.1 (7) RIRE Guide 37%.	3.3.3 (1) Study 80%.	5.1.1.(5) Communications 0% 0% (5) Communications
1.1.3 (10) Study Livelihoods of migrant women and VS 31% 1.1.3 (10) Study Livelihoods of migrant women and VS 31	3.3.3 (2) Communication 0%	5.1.1.(6) Course Data 0%
1.1.2 (1) Strengthening of regional networks 5% 1.1.2 (1) Strengthening of regional networks 5% 1.1.3 (2) Strengthening of regional networks	3.3.1(8) Young Seed Funds EIS 0%	5.1.1.(7) Validation of course 0%.
1.2.1 (14) Technical assistance to Chirapaq countries 0% 1.2.2 (13) Technical assistance to Chirapaq countries	3.3.4.(7) CDD - COVID practices 0%.	5.1.1.(8) Maintenance of course 0%.
1.2.1 (15) Technical assistance to GBV plans 0% 1.2.1 (15) Technical assistance to GBV plans 0% 1.2.1 (15) Technical assistance to GBV plans	3.3.4(7) Communications 0%	5.1.1.(9) communications 0%5 .1.2 (2) COMMCA support 0%5 .1.2 (6) Study 4 0%5 .1.2.(8) Publications 0%5 .2.2. (1) Map of F and VCM 44% AND TECHNICAL 30% (2) Map of F and VCM 44% AND TECHNICAL 30% (3) Map of F and VCM 44% AND TECHNICAL 30%

Source: prepared by hera based on the annual work plan and expenditures reported by budget line by RUNO technical staff for December 2020.

10C Effectiveness of Programme Management

Programme management mechanisms

Programme management is interpreted as the decision making that ensures effective implementation to achieve results. Under this concept, the management mechanisms are those defined under Spotlight governance, and primarily involve at the technical operational level the Technical Implementation Group, the Steering Committee at the senior management level and the lead agency that forms a Programme Team for programme coordination.

Steering Committee

According to the Programme Document, the main objective of the Steering Committee is to guide the implementation of the Spotlight Regional Programme. It is co-chaired by UN Women and a representative of the European Union, and its other members are representatives of UNDP, UN Women and UNFPA, as recipient and implementing organisations, a representative of the European Union, a representative of UNS partner agencies (rotating annually), and two representatives of the SCRG (or more representing 20 percent of the total SCRG membership) selected from and nominated by the group. **Other interested parties may be invited to participate in the planning, deliberative and oversight functions of the Steering Committee.** It meets twice a year, and its main functions relate to the approval of work plans and budgets, and risk management strategies, among others.

Technical Implementation Group

According to the Programme Document, this group is coordinated by the programme coordinator hired by UN Women. The group is also composed of the technical staff responsible for the implementation of

activities in each RUNO. The European Union delegation will be periodically invited to these meetings, although up to the time of the evaluation this had not occurred.

The group is the executing and implementing arm of the programme and will guide the conduct of the programme, making day-to-day management decisions to ensure that the comparative advantages and technical expertise of each agency, partner agencies and other counterparts are reflected.

"...will play a central role in implementing programme activities and coherence and integration (between activities and outcomes), substantive programme monitoring and content to be included in the preparation of outputs and activities, reports for donors, the Regional Steering Committee and the Regional Civil Society Reference Group". (Page 49)

Therefore, it is this group that is responsible for the actual management of the programme, which defines the decisions that are then submitted to the Steering Committee for discussion and final approval.

Programme coordination team

According to the Programme Document, the UN Women lead agency will be responsible for the technical coordination of the regional programme, including the coordination of the joint annual work plan, the consolidation of annual reports and the execution of monitoring, mid-term and final evaluations. For this purpose, a team was proposed to support the coordination work, consisting of: 1) Programme Coordinator; 2) a Communications and Monitoring Officer; and 3) a Programme Assistant. This team will work under the direction of the lead agency with input from the project technical team. This project team will set the terms and conditions and develop the work plans, ensuring that they are coherent and comprehensive. Together with the Technical Implementation Group, it will ensure the implementation of the programme and its contribution to the 2030 agenda. This arrangement designating UN Women as the lead coordinating agency is due to the absence of the Resident Coordinator function in this region.

Are the Initiative's management mechanisms at the regional level adequate and appropriate?

Management decision making

As defined in the roles of the Steering Committee and the Technical Implementation Group the division of responsibilities are: coordination of the Programme is the responsibility of the programme coordination team at UN Women; day-to-day management decision-making and definition of the annual work plan is the responsibility of the Technical Implementation Group; and approval of the work plan and its budget is the function of the Steering Committee. In these mechanisms, as described in question 8, there is no evidence of openness to the participation of implementing partners.

According to the Programme Document and its Governance Diagram, the various governance groups established relate to the Implementing Technical Team, which in turn responds to the programme coordination team at UN Women.

According to interviews with participants, the Technical Implementation Group meets or used to meet at least once a month, taking a pillar as a theme, and the agency coordinating the pillar presents the progress of the pillar. This has facilitated work among the RUNOs, especially in agreeing on changes to work plans and following up on the progress of shared implementers such as COMMCA and cost-sharing such as a livelihoods study, VAWG and migration.

The role of inter-agency coordination in the regional Spotlight initiative

The regional programme has a different governance mechanism than the national programmes in this region because it lacks a Resident Coordinator, which places a RUNO as the lead agency responsible for inter-agency coordination.

The added value of having the office for inter-agency coordination under a resident coordinator is felt in this programme. The interagency perspective has been diminished with this arrangement, starting with the description of the programme's interagency coordination function in the Programme Document in comparison to national programmes. In this programme, the interagency coordination function is positioned in a RUNO under a technical function that is an integral part of the Technical Implementation Group responsible for managing the programme in day-to-day decisions.

This team is described as a "Programme Coordination Team" with functions, as described above, that "establish the conditions and elaborate the work plans, ensuring that they are coherent and comprehensive and together with the Technical Implementation Group, will ensure the implementation of the programme."³⁵ Among the functions that have disappeared in this programme, evident in national programmes, is that of providing information on inter-agency performance periodically, both in technical advances and in budget execution at the global level by the agencies, making comparative analyses that allow each RUNO to see if it is behind or on time compared to global performance.

The evaluation team notes the risk in this governance design of being able to maintain an overall inter-agency view of the programme's operation, and to maintain objectivity in the coordination and flow of programme management information. A disadvantage of this arrangement, for example, is that there is no impartial mechanism that can raise issues such as insufficient participation of strategic partners in the programme's decision-making mechanisms. Other aspects that are more perceptible from an inter-agency perspective include some areas of improvement observed in the regional programme, which include: a) a consistent process for ensuring technical coherence between all action lines of activities, between activities and between pillars. Promoting synergy, complementarity and avoiding duplication between consultancies that are carried out in the different pillars is more feasible through a function that crosses inter-agency lines. b) As stated in question 4, the participation of implementing partners that are key actors in the fight against VAWG+FF in spaces for technical reflection and discussion for the decision making of the programme work plan. In this case, interviews revealed that UNS partner agencies do not receive information frequently either, and what they do receive refers to specific actions in which they are involved. Among the recommendations they suggested is *"improving the flow of information with partner agencies in order to ensure more information, synergies and definition of joint work with strategic partners... this could be done through meetings involving partner agencies, as well as through newsletters"* (Partner Agency Informant).

Functioning of the Steering Committee

According to the minutes and interview testimonies, the Steering Committee has fulfilled its role, making the decisions it had to make in its role of approving work plans. The Committee has met three times in the life of the programme, according to the minutes reviewed. The first time in July 2019 to approve the first annual work plan and programme budget and launch, the second in June 2020 to review the COVID pandemic response plan, and the third in April 2021 to discuss the proposed Phase 2 concept note. The meetings are two-hour meetings, in which progress on the programme work plan is reported and the main topic is discussed. The Steering Committee is an efficient space to make the designated decisions.

³⁵ LARP Programme Document, P. 50

Main findings

10A Effectiveness of the initiative

Analysing the programme as a whole, it is observed that 28 percent of the indicators are 90 to 100 percent advanced, 61 percent are in progress, and 19 percent are insufficient with less than 50 percent progress. This level of progress is in line with the percentage of time the programme has been in place (88 percent if the first phase is considered to be completed in August 2021).

10B. How efficient is the management of the Programme? Are the Initiative's management mechanisms adequate and appropriate at the regional level?

The management of programme activities faced constraints at the stage of initiating the procurement of services; but despite this and the challenges imposed by the pandemic, financial execution was managed with agility. The level of financial execution has risen from 18 percent in August 2020 to 52 percent in March 2021 according to programme figures, with 48 percent of budgeted funds remaining to be liquidated. In this scenario, the budget lines at risk of the greatest delay are six in Pillar 1, six in Pillar 3 and ten in Pillar 5.

10C. How effectively is the Programme managed? Is the National Steering Committee functioning efficiently and according to Spotlight principles?

Programme management with respect to operational decision making is functioning efficiently, with the need for some improvements, such as in engagement of key implementing partners, and to overcome delays in the delivery of Pillar 5 and in the funding of work in Pillars 1 and 5.

With respect to the application of the principles of inclusion and participation with equity, the programme at the technical level is being managed in a technocratic manner, with the technical team - through the Technical Implementation Group - assuming the role of assessing situations and making decisions about what the programme should do so that these decisions can be adjusted and approved by the Steering Committee. Participatory practices that value two-way communication with respect to the programme's strategic partners are not observed at this level. Key stakeholder partners have not been involved in the reflection processes in the Technical Implementation Group. There is also no regular communication that reports on strategic progress from an inter-agency perspective and involves the programme's implementing partners.

Inter-agency effectiveness

The evaluation team notes the risk in the governance design, which places the interagency coordination team of a programme under the supervision of a RUNO, in order to maintain the overall interagency vision of the programme's operation, and to maintain objectivity in the coordination and flow of programme management information. Some aspects that are more perceptible from an interagency perspective include some areas of improvement observed in the regional programme, include: a) Promoting synergy, complementarity and avoiding duplication between consultancies that are carried out in the different pillars is more feasible through a function that crosses interagency lines. b) The participation of implementing partners that are key actors in the fight against VAWG+FF in spaces for technical reflection and discussion for decision making in the programme work plan. C) A periodic flow of information at the inter-agency level on the comprehensive performance of the initiative, including comparative analyses that allow the RUNOs to make decisions about their own performance.

Recommendations:

Efficiency

- In order to streamline the monitoring of the progress of products and activities and of budget execution, it is suggested that a tool be introduced to generate financial reports disaggregated by budget line, which would make it possible to analyse plan/budget vs. progress and expenditures, and to focus more easily on the lines that need more attention. Similarly, the programme coordination should generate financial information by budget line and share it with the Technical Implementation Group to improve follow-up and take action on work plan lines that are behind schedule.
- In UN Women, realign the organisational chart for the Spotlight inter-agency office so that it reports directly to the UN Women Deputy Representation and not to a technician participating in the Technical Implementation Group. This would reduce the potential for conflict of interest that exists with the Spotlight inter-agency office being part of a RUNO.

Illustration 1 Current Condition

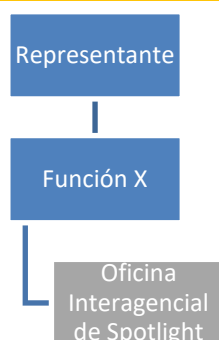


Illustration 2. Proposed situation



Effectiveness

- Develop a communication policy to value strategic partners and foster ownership of programme results by implementing partners. Include the creation of spaces (virtual, face-to-face, documentaries) to periodically disseminate information on the progress of the programme, challenges faced by the initiative and involve key actors in discussions to solve them.
- Encourage the creation of collaborative learning working groups that can continue to interact after the initiative ends, facilitated by one of the actors or the SNU itself.

11. Are the chosen implementation and coordination mechanisms (a “new way of working”, in line with UN Reform) contributing to greater efficiency?

☒ Very good - Good

☐ Problems

☐ Serious deficiencies

At the programme level, the selection of implementation and coordination mechanisms has been efficiently managed and a concerted effort was made from the outset to find ways of working as "One UN" (see question 2B). However, the RUNOs encountered administrative constraints that are beyond their control, as they are agency procedures. It is therefore brought to the attention of the Secretariat that this is an area of improvement for the UN, which cannot be remedied by the RUNOs in the regional programme. The efforts of the RUNOs to implement the programme as ONE UN are categorized as very

good, although they have not been feasible because the reforms have not advanced to the level of providing common instruments for the management of joint activities (see question 2B).

- In joint activities, the reform has not yet gone further in harmonising administrative procedures, especially procurement and joint planning procedures for the same implementing partner. The RUNOs found barriers that prolong implementation times and therefore make it less feasible to work in this way. The RUNOs felt that *"...it is important to collaborate with other actors, but the bureaucracy and the challenges of having an inter-agency programme but without instruments or mechanisms already in place...we wanted to launch processes together, not just each agency in its pillars but bringing processes together and every time it was tried, we took longer than normal, trying to do innovative things really takes longer"*³⁶. This was seen in the case of the work with COMMCA where a single work plan was agreed which then had to be split between the agencies in order to incorporate it into their different budgets. As a result, when activities with the three RUNOs were carried out simultaneously, there was a perceived difference in efficiency between them in terms of the administrative process and work plan implementation, as they function as distinct programmes, which has resulted in a more intense effort for the implementing agency to respond differently to the requirements of each RUNO.
- There is no joint or uniform reporting format between agencies, so that implementing partners do not report to agencies in up to three different formats, when the content is the same. This increases the workload of staff who must prepare the information by having to respond with the same information to different agencies in a different format. Considering that the agencies operate with few staff, this has generated extra time that is neither paid nor rewarded with holidays, which *"generates a lot of fatigue in the teams", and has not respected Christmas, holidays, or anything... it is a bottleneck to operate more adequately and in accordance and respect for the professionals"*.³⁷ There is no doubt that because of the pressure of time, resources, the commitment to be a flagship programme, the Spotlight Initiative is generating additional work pressure among the staff that was not properly foreseen.
- Working with partner agencies is made difficult because the Spotlight initiative does not allow for inter-agency financial transfers, which has severely limited the roles that these agencies could play as they had advanced VAWG initiatives and because of this limitation they have had to hand them over to the RUNOs and act as co-supervisors of the contracts. This carries the risk of losing some of the space they had previously gained with their institutional partners who now work with the RUNOs as their primary partners. *"...unfortunately we had a restriction of being able to transfer resources so there the technical teams of these other agencies are also limited because they have to make an extra effort to comply with the regional programme"*.³⁸

Main findings

The internal systems and procedures of the Agencies are a barrier to be able to implement joint actions with the same executing agency:

- In joint activities, the reform has not yet gone further in harmonising administrative procedures, especially procurement and joint planning procedures for the same implementing partner.
- There is no joint or uniform reporting format between agencies, so that implementing partners do not report to agencies in up to three different formats, when the content is the same. This increases the workload of staff.

³⁶ Informant RUNO

³⁷ Informant RUNO

³⁸ Informant RUNO

- Working with partner agencies is made difficult because the Spotlight initiative does not allow for inter-agency financial transfers, which has severely limited the roles that these agencies could play, risking losing some of the space they had previously gained with their institutional partners who now work with the RUNOs as their primary partners.

For the time being, this constraint has been mitigated by hiring consultants that work under the supervision of partner agencies advancing these issues (e.g. ECLAC, IOM), but unless they have a project that already assumes the cost of supervision, partner agencies must find time and resources from their regular funds to take on this work.

- The Spotlight rule of not being able to transfer between RUNOs limits the potential for joint work and this reduces the potential for progress in combating VAWG+FF when several agencies have significant work in this area, but not all can assume the role of RUNO.

Recommendations:

- Initiate harmonization processes that can be used for joint projects, such as mutually acceptable supplier qualification processes, use of the same formats, joint work plans that reflect what is done with each RUNO and do not require separation to incorporate them into each other's budgets.
- For partner agencies that agree to participate in the Initiative, allow the additional workload involved in partnering with the Spotlight Initiative to be incorporated into their annual work plans, and for jointly developed products to count as deliverables in their agency's work plans.
- Allow exceptions to the rule of prohibiting inter-agency transfer for the case of this programme, when the outcome will be expedited and generate synergy to accelerate other outcomes.

Additional questions: To what extent are other resources made available that are not funded by the EU?

How do the Spotlight Initiative's resources compare with those of other initiatives on similar topics, as well as with the needs of the target populations? Does the programme generate additional resources? How do other initiatives coordinate with the Spotlight Initiative?

No informants reported receiving or managing resources with entities other than the EU. COMMCA received complementary funding for technical assistance from the European Union in the region. The RUNOs and partner agencies have invested from their regular funds to the implementation of the programme.

No effort has been made to coordinate with other cooperation agencies to complement resources at the regional level.

The second phase would have to include among its objectives the identification of complementary programmes and to make the links to be able to make alliances that allow the financing of the results to continue.

D. EFFECTIVENESS

<p>12. Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?</p>	<div> <input type="checkbox"/> Very good - Good </div> <div> <input checked="" type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>This question is assessed with "problems" because the likelihood that the normative sub-outputs (Outcome 1.1) will lead to the expected outputs and outcomes has a significant level of risk of not doing so, mainly because the timelines for achieving results according to the indicators are unrealistic and the sustainability measures for their continuation are not present at this stage, as discussed above (questions 8 and 10). This is because the strategy produces new knowledge to feed into advocacy processes that lead to the expected results, which experience in the history of the women's movement indicates takes longer than expected to implement the programme. This introduces a key requirement for sustainability, which is the strengthening of key actors who are responsible in the region for driving the processes that will generate these results. This element is not seen as taken into account in the functioning of the programme, particularly in their participation in the reflection and decision making on the progress of the programme as a whole, despite the fact that the implementation itself is going according to their plans (question 8). That is to say that the programme is advancing, but not optimally, there is underutilized synergy in some components in the relationship with its strategic partners who are also implementing partners.</p> <p>12. Progress in product implementation</p> <p>Progress in implementing programme outputs (see Annex 6) has been in line with the work plans approved by the Steering Committee, and in line with overall delays, this schedule shows that 40 percent of budget lines will finish delivering outputs one quarter after June 2021 (the initial closing date for Phase 1) and one percent in October 2021.</p> <p>With the development of three work plans over two years, the programme has been quite iterative, changing delivery dates in each plan, so it has been difficult to establish a baseline framework from which to establish the degree of progress or delay. For this reason, the information in the Acceleration Plan, which is the only document that clearly shows a month to complete activities, was used as a baseline.</p> <p>A delayed start, the impact of the pandemic and of the adjustment and acceleration plans, coupled with the institutional administrative processes discussed above, are the main causes of the delays observed at the time of the assessment. Based on the dates established for completion of activities in the Acceleration Plan approved by the Steering Committee and submitted in November 2020, delays in the execution of activities have been calculated. Updated completion dates have been provided by RUNO technical staff.</p> <p>The analysis illustrated in Table 6 shows that 31 percent of the budget lines are progressing on time, 14 percent are behind schedule, but will finish in June 2021; 32 percent are behind schedule with expectations of completion in August 2021, eight percent expect to finish in September 2021 and one percent in October 2021. There were 14 percent with no definite completion time so it was not possible to estimate if there are delays.</p> <p>It is expected that all by-products of the budget lines will have been achieved by December 2021 which is the last extension date of the project. However, the expectation expressed by most of the RUNOs is to</p>	

complete the activities by August 2021 at the latest, because they do not have resources to continue beyond that month. Activities beyond this date are executed by UNDP.

Supporting these expectations is the fact that, reviewing the documentation produced, it is observed that in most cases, the by-products being developed by the executing agencies are already completed or in the final revisions, pending publication and presentations. The exception is the new activities that started later and most of them are from pillar 5.

Table 6. Progress by budget line by category of delay. May 2021

Progress based on timelines defined in acceleration plan and technical staff reports (May 2021).	Budget lines (No,)	%
Activities are on time	23	31%
Delayed to finish in June 2021	10	14%
Delayed to finish in August 2021	24	32%
Delayed to finish in Sept. 2021	6	8%
Delayed to end Oct. 2021	1	1%
Time was not defined	10	14%
TOTAL	74	100%

Source: Hera elaboration based on RPLA Acceleration Plan Nov. 27.2020 and information on technical progress provided by RUNO technical staff. Not all budget lines were included (such as those eliminated or those that did not have a defined budget or updated activity).

Is the quality of the products satisfactory?

Most of the products in this programme are of knowledge and are very satisfactory, in view of their use in the case of systematizations of good practices by the Community of Practice of Essential Services, and in the case of the multidimensional studies of femicide/feminicide in contexts of high social vulnerability, according to the evaluations of the same in the minutes of the Technical Advisory Committee sessions, and the evaluation of the usefulness of the information by the evaluation team for documents reviewed for the analysis of normative frameworks in relation to the Model Law on Femicide. The evaluation team has verified 40 products including 6 systematizations, 1 toolkit, 6 analyses, 6 guides, 2 mappings, 14 studies, 1 website, and 4 virtual courses. A large sample of the studies, analyses and guides were reviewed. The information often goes beyond the terms of reference, and in all cases, there are quality control mechanisms in place to accompany the executing agency in providing feedback on the products they produce. These mechanisms include peer reviews, which in the case of systematized good practices is done by the Community of Practice of Essential Services, which, with the two-way approach, has been enriched by the knowledge obtained through contacts with CSOs and the practices they apply. All of this has contributed to accelerating the results and it has even reached a stage in which CSOs are providing technical assistance for the application of the guides produced by the systematizations.

In the case of the multidimensional studies on femicide, this role is played by a Technical Advisory Committee made up of people of high academic level and expertise on the issues that include experts from the UNS agencies as well as representatives of the GRSC and other CSOs outside of the aforementioned group. Through scheduled meetings, they provide feedback to the consultants on the progress of their products. According to interviews, the reviews in these cases have often been extensive, have required additional time than planned to respond, and implementers have felt that the process has enriched the results. However, identifying areas of improvement for the future, in some cases a lack of definition of activities to be carried out by consultants and implementers was detected ex post in the terms of reference, resulting in an increase in effort and occasionally budget. Interviews repeatedly

revealed that the original terms of reference were not adequate to reflect the demands that were made once the research was initiated; and that, had they done so, they would have reduced the effort considerably to achieve the same result.

In Outcome 1 (Pillar 1), on the normative framework, studies and analyses from various perspectives point to the path that an advocacy strategy for the elimination of VAWG and femicide should take:

- Lobby for the ratification of the Optional Protocol to CEDAW in countries where it has not yet been ratified.
- To broaden the perspective of the required regulations from the penal - punitive, interpersonal - to the integral that handles it as a social phenomenon, in contexts that incorporate findings on the areas of organized crime, trafficking, and irregular human mobility.
- Lobby states and the public to allocate budgets for the issue.
- Promote with the responsible institutions, the adoption of practices to standardize data on VAWC+FF to make them comparable and to monitor the phenomenon throughout the region.
- Institutionalize adequate and regular training for professionals in contact with women victims/survivors of VAWG in all areas involved in addressing the issue.
- To foster the cohesion of various key actors to act in an integrated, articulated, and coherent way in strategies to push for reforms at opportune moments in the political-social climate.
- Push for evaluation of the performance of VAWG+FF laws, and internally of the performance of the movement fighting for the eradication of VAWG+FF.

Outcome 1, which focuses on building the capacity of public servants (1.2.1), is already succeeding in implementing practices that will benefit groups that are traditionally left behind.

- The results of these systematizations are already bearing fruit informally through the exchanges that are taking place in the Community of Practice of Essential Services, between public servants and members of the CSOs that carried out the systematizations.
- The accelerated result could be attributed in large part to the UNFPA strategy to leave no one behind, which is part of its Strategic Plan 2018 - 2021, which prioritizes the response to the most vulnerable and marginalized populations, such as people with disabilities, indigenous people, Afro-descendants, and girls and adolescents. The research responds to the fundamental need for evidence of promising practices that have demonstrated results.
- The research methodology they used in these systematizations reflects that *"at the heart of the process are the affected people and their representative organisations, who value and choose the practices that really work according to their experience and can use these practices for advocacy"*³⁹. The methodology applies participatory and accessible information gathering and analysis techniques. Interviews are used both to gather information and to exchange reflections and orientations. An Advisory Committee is established with women leaders and professionals affected by the vulnerability analysed. This committee supports the selection of promising practices based on criteria agreed upon with its members, participates in the elaboration of recommendations, in the design of a proposal for an Inclusive Model of Care for Survivors of Gender Violence, and supports the identification of themes for the creation of specific fact sheets with practical guidelines that are disseminated.
- The key to this good practice is the two-way approach, focused on the women of the target group and led by them, as well as the interaction of the research team and its advisory committee with

³⁹ Idem Muñoz, Wanda. P. 19.

the Community of Practice, which provides feedback on the sub-products that are being developed and provides guidance on the needs of those who will replicate what has been found.

In Outcome 5 (Pillar 5), related to data quality, the findings of the studies point to the fact that there are not always records for the topics studied, and that when there are records, they are not comparable between institutions, sectors or countries. Therefore, it is clear that the task of obtaining comparable information is enormous. Among the priority issues for achieving sustainability, the evaluation has identified the following:

- Promote the institutionalization of administrative records for all aspects of the VAWG+FF problem.
- One short-term way to overcome the lack of information on femicide/feminicide is to establish specific records for the indicator developed by ECLAC, independently of what already exists in the region.
- Among the practices developed to promote data recording systems, data collection with intersectionality should be strongly incorporated. It has been gleaned from the other studies, for example:
 - From indigenous women's organisations, that there is still a lack of data, especially around violence affecting indigenous women, youth and girls, and the need for updated and regular data on the size of the population of indigenous peoples in the region, in order to make them visible in national statistics, on which policies to improve their living conditions are based.
 - Of women with disabilities, Humanity and Inclusion found that *"States still do not generate data or collect systematic information on the situations of violence faced by women with disabilities. This contributes to their invisibility, and on the other hand, this gap is taken as an excuse for not allocating resources and taking specific actions to respond to this violence."* ⁴⁰

Are the products still likely to lead to the expected results?

The results of the normative products of Pillar 1.1 are considered to contribute to the desired result, but there is a certain risk that it will not be feasible to achieve them in time, since it is not realistic to achieve the normative changes at the country level in the short term with the scope that the new knowledge will allow. MESECVI will have to develop this knowledge into concrete proposals that expand the Model Law in the new aspects, and then advocacy will have to be done to implement them.

Pillar 1.2 outputs with respect to care services are already showing the beginnings of expected results. They have a low risk of not achieving the outcomes.

Pillar 5 data outputs also show that they will contribute to the outcome, but not in the short term; they have a higher level of risk of not being achieved. Femicide studies are considered inputs for Pillar 1 results in the normative area, and as mentioned, they contribute in the short and medium term to strengthen the inputs for normative reforms.

In the results dealing with regulatory framework reforms and data quality, the analyses of regional regulations and data studies show the enormous task of harmonizing regulatory frameworks and expanding them to incorporate the new sources of VAWG that are becoming evident in the studies on organized crime, trafficking, and human mobility. The recommendations are sound, however, moving

⁴⁰ Muñoz, Wanda. Systematization of promising practices of inclusive models in the response to violence against girls and women with disabilities in Latin America and the Caribbean. Humanities & Inclusion. Spotlight, 2021.

from recommendations to advocacy strategies that "tie up" the issues with regional entities with mandates to follow up on them will require intense work in phase 2 and probably beyond phase 2.

Outcomes that address essential services to care for and protect victims of VAWG+FF are already advanced according to the interest of country officials, and it will be key to treat these experiences as pilot processes for further refinement and replication. The development of a community of practice and the two-track participatory methodology applied by UNFPA is a practice with demonstrated success during the programme that should be adapted for the policy reform and data quality action lines in Pillars 1 and 5.

In pillar 3, the work of cultural transformation in the Central American subregion, which already has the agreement of the Ministries of Education and Culture and the necessary material to implement the content of women's human rights in programmes aimed at the early years of education, will require support and promotion by the regional programme to identify sources of financial support that will enable COMMCA to continue to promote its implementation at the country level.

Main findings:

- *Effective implementation.* Considering the challenges faced by the programme since its inception, progress to date is within the work plans approved by the Steering Committee, and within the timeline, with extensions approved by the Spotlight Secretariat. It is estimated that all activities will be completed by October 2021, and most RUNOs expect to finish before August when their administrative funds run out.
- *Product quality.* The products go through quality control processes that in themselves constitute promising practices in the case of multidimensional studies, and practices with rapid results in the case of systematizations of good practices in the care and protection of VAWG.
- *Lead to expected results.* The results of Pillar 1 normative outputs are considered to contribute to the desired outcome, but there is a high risk that these will not be achieved in the short to medium term. Pillar 1 outputs with respect to care services are already showing the beginnings of expected results. Pillar 5 outputs on data also show that they will contribute to the outcome, but not in the short term. The femicide studies are considered inputs for Pillar 1 results in the normative area, and as mentioned, they contribute in the short and medium term to strengthen the inputs for normative reforms. Pillar 3 already has political support in the Ministries of Education and Culture, and with the content to promote women's human rights at the pre-primary and primary levels, what is needed is advocacy to channel financial support to promote it at the country level.
- *Sustainability.* It has become evident from the evaluation results that phase 1 must complete the knowledge products before proceeding to phase 2; and, that if these products are not effectively disseminated to the appropriate change agents, the final result of the programme will not be achieved, as the expected changes in the countries will not occur. In this, a key element for the continuity of the results until the final indicator is met, in the medium and long term, is the commitment and capacity to continue the effort by the key actor partners in each aspect. The programme has not encouraged this element by opening access to processes of reflection and decision-making on the progress of the work to key allies who are also executing partners.
- Therefore, it is key that Phase 2 takes into account more significantly who the change agents are in the short, medium and long-term pathway, what their role is in advancing the issues until the desired changes are achieved, and how they can be strengthened in the short term (Phase 2) to take ownership of the tasks and expected results.

Recommendations

To improve the effectiveness of the programme:

- Strengthen capacities of technical staff in the formulation of terms of reference for innovative research and studies, particularly with regard to defining activities, times, and budgets to be executed by consultants and executors in order to prevent modifications to the same and prolongation of contracts in order to achieve results.
- Systematize good practices with respect to the participatory management of implementing entities and the involvement of informants in a consultative manner, which has empowered the role of each actor in the process of implementing the consultancies to systematize good practices in VAWG services that UNFPA has adopted and its support in the community of practice of essential services (public servants involved), to adapt and use them in the research and advocacy processes in the activities of pillar 1 normative and 5 data quality.
- Strengthen the sustainability of the EIS programme in the Central American sub-region by advocating the importance of cultural transformations starting from the first levels of primary education and promoting the programme with other sources of funding from international cooperation.

In the design of phase 2

- To achieve the impact of the programme, provide more time for the Spotlight Initiative and the regional programme to show results, not only because the implementation in the different countries has longer durations than the regional programme for the achievement of the objectives, but also to level or somehow pair the Initiatives and mechanisms to prevent, address and eradicate VAWG+FF, making visible or attracting interesting discussions in the region and putting the necessary pressure on the countries to advance in the matter.

To improve the efficiency of the programme in phase 2:

1. Plan advocacy processes by expected result, considering:

- Verify who are the strategic change agents on the path to achieve the reforms defined in each Outcome and designate them as strategic partners who will be key in Phase 2.
- Establish better and more effective coordination with these key strategic partners by creating spaces where periodically the actors involved in each pillar share findings, results and plans and promote a joint vision of the expected result. In other words, participation with these actors in the Technical Implementation Group should be expanded, at least in quarterly meetings to follow up on the programme's work plan.
- Frequently disseminate and share information on implementation progress and challenges with all partners involved through other means (newsletters, a shared website, etc.).
- Define and assign full-time responsibility for continuous monitoring of technical coherence between activities with their action lines, and between pillars, organizing and promoting exchanges that promote synergy in the activities.
- Strengthen and prepare key strategic partners in each line of action to play their advocacy role in the future advocacy strategy.
- To formulate the advocacy plan, agree on lines of action that include at least the themes of regulation, data and care and protection Services. Identify and define the profile of key decision-makers (in the different areas/sectors) in each line of action; focus advocacy actions on the changes that these decision-makers should support. Identify who are the key strategic

partners with the comparative advantage to advocate effectively with each of these decision-makers. Guide Phase 2 actions to strengthen these key strategic partners so that they can collectively take the lead in the process when Spotlight's investment concludes.

2. Create a Coordinating Mechanism involving all key strategic stakeholders to continue reforms to eliminate VAWG+FF. These include:
 - Intergovernmental actors with the purpose of leaving them with installed capacity to better perform key functions to achieve long-term goals;
 - UNS Agencies with mandates for VAWG+FF, which should ensure that their strategic and work plans include the action lines;
 - women's CSOs (involved and feminist leaders of the women's movement in the region) to incorporate them in advocacy and social control, strengthen them in resource management, in designing strategic advocacy, networking, use of technologies, and the knowledge generated by the programme; and,
 - Women's and regional CSOs, with the role of providing technical assistance to CSOs to do and/or accompany advocacy, and to receive the knowledge generated by the programme.
 - The functions of this coordinating mechanism should include: serving as a meeting place for all key actors, providing continuity to the lines of action, enabling communication between interested actors to articulate efforts, complementing financial resources, coordinating work and supporting the advocacy of those who have this role.

<p>13. Is the absorption capacity of the Government, implementing partners or RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?</p>	<div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>Government absorption capacity</p> <p>The absorptive capacity of governments has been relevant in the case of studies that involved regulatory frameworks and required justice sector informants. With the COVID-19 pandemic, these informants suffered changes in the priorities for their functions, in order to attend to the health crisis. For this reason, their availability for interviews was reduced. This, coupled with the high demand for several studies occurring simultaneously, created a bottleneck for the consulting firms conducting the studies, which resulted in the extension of their contracts by mutual agreement with the agency in charge, and in many cases in a change of strategy regarding access to sources of information, which was positively valued by the consultants' teams.</p> <p>In the case of civil servants working in essential services, no bottlenecks were reported in their participation in the activities of that component.</p> <p>COMMCA's activities with country ministers also did not suffer any bottlenecks in reaching consensus on adjustments to the implementation of its programme and submitting its outputs on time.</p> <p>In phase 2, when strategies for advocacy work to promote reforms and country programmes have to be defined, absorption capacity will be important to identify the countries where it would be most strategic to promote pilot experiences. At this stage, it will be important to adopt the good practices of participation and empowerment of key partners to stimulate countries to adopt reforms.</p>	

Intergovernmental entities

The absorption capacity of the inter-governmental bodies (MESECVI and COMMCA), CSO implementing partners and agencies has not been an obstacle or bottleneck for the implementation of the plan, on the contrary, they have taken up the challenges imposed by the shortened delivery times.

However, this pace of work is not sustainable. The sustained absorption capacity of these executing agencies depends on the number of staff they have to carry out the agreed work, and the technological plant they have at their disposal to increase their productivity. According to MESECVI, the increase in resources that Spotlight passed on to MESECVI to carry out the studies and other tasks required the use of human resources that are normally financed with external funds but that perform institutional tasks. In this case it carried out the agreed tasks, but for this the institutional work has been left behind and will have to be resumed.

Similarly, in the case of COMMCA, by reducing the amount initially agreed upon to carry out the established tasks, they did not have enough resources to provide technical assistance, so they had to turn to the European Union, in its regional programme, to complement the technical assistance resources.

CSO Implementing Partners

Women's organisations were executing entities in the grants to systematize good practices with intersectionality. These organisations were also constrained by human resources and limited technological resources to communicate. Late start implementation and accelerated time to catch up resulted in exhausting women collaborators without providing remuneration to compensate for the efforts.

RUNO

The RUNOs experienced a bottleneck in implementing COMMCA work as a joint activity because their administrative and/or financial systems and Spotlight rules limited their ability to act as a single administrative effort, so they had to make efforts to overcome the limitations, which included making separate work plans and budgets with a common purpose.

The RUNOs also have a limited number of permanent staff who have also been exhausted by the pace of implementation.

Main findings:

- The limited institutional capacities of the strategic partners have not been a bottleneck for the implementation of phase 1 activities in the short term.
- However, the Spotlight Initiative's pressure to deliver results on time despite external conditions has created an implementation practice that is leaving intergovernmental institutions and civil society organisations with an institutional burden to compensate for when the programme ends. This indicates that it would be a bottleneck in phase 2 if an accelerated pace similar to that of phase 1 is applied.
- The rule of not allowing fund sharing and not having unified administrative processes for joint activities between UN partner agencies has limited the ability to collaborate more with the other agencies and take advantage of their expertise and contacts, as well as to act jointly between RUNOs, and has also resulted in an increased workload for each RUNO and the beneficiary institution.

Recommendations:

Reiterated:

- Apply an institutional strengthening approach with key stakeholder partners to ensure sustainability of results after Spotlight funding for the programme ends.
- To the UNS, and the SI, promote ways to facilitate joint administrative procedures by coordinating processes between partner agencies and UN RUNO.

<p>14A. Has the Initiative's implementation and results achievement gone according to workplan approved by OSC?</p> <p>14B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?</p>	<div> <input checked="" type="checkbox"/> Very good - Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>Despite the delays, the sub-outputs are being achieved within the extended timeframe of the programme, in accordance with the work plans approved by the Steering Committee. In particular, the collective effort to manage and overcome the challenges that have generated potential bottlenecks has been remarkable, and for this reason the programme's performance in the implementation of phase 1 has been good.</p> <p>14 A Implementation according to approved work plan</p> <p>The context in which the programme operated</p> <p>The programme has faced challenges since its inception. The first was starting six months late compared to other Spotlight programmes; nine months later, as it began to implement activities, it faced changes forced by the conditions imposed by the COVID-19 pandemic, and consequent delays in implementing activities due to changes in country priorities.</p> <p>Following the guidelines of the Spotlight Secretariat, nine months into programme implementation, they developed a plan to adjust to the conditions imposed by the pandemic. In this plan, changes were made to reschedule activities and/or reallocate budgeted resources, as well as in implementation modalities. In general, travel and meeting resources were freed up and reprogrammed to strengthen research topics for country-level impact.</p> <p>Three months later, the impact on the deceleration of activities due to less access to study informants and CSOs that were providing services to VAWG victims, there was another adjustment reflected in an Acceleration Plan for financial implementation.</p> <p>The two plans show agility on the part of RUNO technical staff to identify at-risk activities, make decisions on reprogramming to strengthen project objectives and reallocate funds to other budget lines, as well as changing implementation modalities to expedite the execution of funds.</p> <p>The Acceleration Plan revealed the type of problems that delayed programme implementation. These can be categorized according to the greater or lesser risk of delaying the implementation of activities. Categories A) Activities that are at greatest risk of major delays include whether (i) the activity is still in the contracting stage; (ii) is still in the preparation stage for implementation; (iii) is still in the planning stage prior to implementation. (iv) It is awaiting interagency agreement to proceed. Category B were activities with lower risk of delay because measures were already being taken to mitigate the impact of the pandemic. These measures were: (v) It is being rescheduled because of the pandemic; (vi) Its resources are being reallocated; (iv) Its execution cycle will not begin in the near term.</p> <p>According to these categories, the value of the budget at risk of delay was \$1,437,385, representing 54 percent of the Programme Outcomes budget. Activities in Category A, with the highest risk of delay</p>	

accounted for 53 percent of this total; and of the remainder, 32 percent were in Category B, in reprogramming or reallocation of resources, and 15 percent were activities that would not begin in the near term. See Table 7.

When analysing the impact of COVID-19 by pillar, see Table 7, it is observed that pillars 1 and 5 had a higher percentage of activities under category A, with a higher risk of delay, while pillar 3 was in category B, already in reprogramming.

Table 7- Type of cause of implementation delays for activities in the Acceleration Plan. November 2020.

Pillar	A) To be rescheduled according to the future impact COVID-19	A) In Preparation for Implementation	B) Adaptation by COVID-19 in progress	B) No change reported	Total budget at risk of delay	% of total
Pillar 1	12%	57%	18%	20%	482,250	34%
Pillar 3	0	0	80%	20%	465,350	32%
Pillar 5	28%	60%	0%	12%	489,785	34%
Total	14%	40%	32%	15%	1,437,385	100%

Source: Hera elaboration. Analysis of notes in the plan of acceleration date 27 November 2020.

Pillar 5, had 88 per cent in high risk categories, followed by Pillar 1 with 69 per cent in high risk categories. An analysis of the activities in the two categories by executing agency shows that UNFPA activities were all in category B, being reprogrammed; UN Women was executing activities under both categories, and UNDP had 97 per cent of the budget value under category A with the highest risk of delay. The Acceleration Plan submitted by the RUNOs indicated the causes of delays in financial implementation by activity, which allowed for this classification.

Question 10 presents the technical and financial progress of the by-products that contribute to the achievement of results indicators until May 2021, according to the work plan. Annex 6 shows the results by indicators reported, which by their nature do not allow to see progress in 50 percent of the activities. Question 12 shows how the implementation process and levels of progress on results are in line with the work plans approved by the Steering Committee.

14B Bottlenecks

The bottlenecks faced were related to the conditions created by the COVID-19 pandemic and the impact it had on public servants and CSOs serving VAWG victims. The reorientation of government priorities and the increase in care needs due to increases in VAWG reduced the time available to these individuals for interviews. This generated a bottleneck, especially in the normative and multidimensional studies of femicide, prolonging them and in some cases making them with smaller samples, but achieving the results.

A potential bottleneck in Phase 2 is the institutional capacity of CSOs and intergovernmental entities to respond to increases in the pace of work and new demands for action when their existing staff and technology is limited. However, in Phase 1 this did not limit the achievement of the outputs because these actors showed their resilience, responding by increasing their working hours and calling on more collaborators to meet their commitments. This has been discussed in more detail in questions 8 and 9.

Findings

- Despite the delays, the sub-outputs are being achieved within the extended timeframe of the programme, in accordance with the work plans approved by the Steering Committee. In particular,

the collective effort to manage and overcome the challenges that have generated potential bottlenecks has been remarkable, and for this reason the programme's performance in the implementation of phase 1 has been good.

- Potential bottlenecks for Phase 2, both in inter-governmental bodies and in CSOs, is their institutional capacity and access to funding to be able to take the initiative in advocating on the issues that are a priority for them.

Recommendations

- In phase 2, make it a priority to do an institutional capacity analysis of key strategic partners (such as intergovernmental institutions and key CSO women's organisations/networks) and based on this, provide institutional strengthening support (in-house technology, human resources) to ensure that they will have the capacity to continue advocacy efforts to achieve the expected IS LARP results in the medium and long term.

E. SUSTAINABILITY

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

☐ Very good - Good

☒ Problems

☐ Serious deficiencies

Capacity building of key implementing partners has been facilitated through the implementation of activities, but the sustainability of joint efforts is being limited by the absence of a sustainability strategy regarding institutional strengthening of key partners in the fight against VAWG+FF at the regional level.

A particularity of this regional programme is that the final impact of the programme can be observed in the medium and long term after the programme has concluded. To generate this impact, it will be necessary that key actors participating in the programme can carry out a sustained process of effective advocacy.

This makes it imperative to develop and maintain a culture of participation and inclusion in decision-making, to value the comparative advantages of each implementing partner and the role they have been playing and will continue to play after Spotlight. It also makes it imperative to establish spaces for consultation and information exchange to promote the articulation of efforts and to optimize and complement efforts and joint financial resource management to keep the reform process alive.

Awareness of these requirements is not evident in the way the programme is being implemented. The processes observed lead to the assumption that the RUNOs will continue to manage and lead the reform processes, and thus continue to fund them after the end of the Spotlight Initiative; therefore, they may limit the role of their strategic partners to that of implementers only.

The exception to this behaviour has been observed in the activities being led by UNFPA. The institutional strategy of this agency is to leave no one behind and to apply people-centred methodologies and two-way communication. Reiterating the effectiveness of this strategy are the activities of this agency that are already showing concrete results through the functioning of the Community of Practice for Essential Services, such as the development of a model of care for women with disabilities who suffer VAWG, and the allocation of resources in the work plan in the second year to provide technical assistance to countries that wish to implement it.

Main findings:

The programme in the aspect of activities related to services for Care and Protection for VAWG+FF victims that have involved CSOs has been successful in building their capacities, strengthening them in technical aspects, raising their technical profile with public servants, and empowering them in the provision of their services. This component has all the elements to promote its sustainability, in particular the Community of Practice mechanism.

However, in pillar 1, (1.1), the intergovernmental institutions are left with backlogs of work to address the opportunities provided by the programme; the programme has diminished the leading role of these institutions in promoting legal reforms and has reduced their direct access to financial resources that now go through the RUNOs to carry out actions that were already or could be part of their institutional plan. What they have gained has been knowledge and development of programmes and tools, which leave them in a position to continue with planned reforms. The legal studies conducted by MESECVI leave the

institution with more readily available knowledge. The limitations imposed on institutional strengthening due to the conditions under which the programme works have been discussed in question 13.

In Pillar 5, progress has been made in generating knowledge on both data and issues of femicide. However, it could be argued that ECLAC could have done the same if it had had direct access to these resources. In the studies, social capital has not been strengthened for advocacy with the knowledge generated, because the informants (mainly public servants in the justice sector) in few instances had the opportunity for two-way communication and feedback during the process to enhance their advocacy role within their own institutions.

It is concluded that unless RUNO collectively are willing to change its strategy of working with key institutions in the region, to value them and include them in the decision-making processes of the programme and its future, the programme will not be able to achieve sustainable results as it proposes.

The programme has:

1. Worked with key partners who will continue with their mandate as it is part of their respective strategic plans.
2. The new knowledge generated leaves a common good to continue advancing in the elimination of VCMN+FF.
3. Civil society becomes stronger to address VAWG+FF and more connected to advocate regionally.
4. There is more synergy between sectors to move forward on all fronts: in the public sector, women's CSOs, and intergovernmental bodies.

It is needed:

5. A concertation mechanism to advance VAWG+FF through alliances between key actors from all sectors and articulated advocacy work to advance the different expected results.

Recommendations:

To promote the sustainability of the results expected by the programme:

- It is recommended that the Technical Implementation Group and the Steering Committee, in order to enhance the chances of sustainability of the programme's objectives, take steps as soon as possible to establish a participatory and inclusive process with key stakeholders to plan how to further advance the proposed reforms at the conclusion of the Spotlight initiative.
- Work with implementing partners who are key stakeholders and the consulting teams that participated in Phase 1 to discuss **how collaboration between stakeholders, sectors, countries will continue after Spotlight.**
- The recommendation is reiterated to establish a mechanism that promotes synergy, articulation, complementarity and collective learning among key actors in the fight to eliminate VAWG+FF in the region in order to give continuity to the work that the Spotlight Initiative has enhanced.

Additional questions: Is the programme identifying and disseminating good practices in the country, across countries?

Findings

Yes, in Pillar 1, the systematizations of good practices in care services, with intersectionality to serve people with disabilities, indigenous women, LGBTI and Afro-descendant women, programmes aimed at violent men have been adapted to be implemented in other countries, thanks to the process of accompaniment that led the community of practice of essential services.

The programme incorporated in the reprogramming three budget lines to provide technical support in the adoption of promising practice guides with women from the most vulnerable groups, demonstrating an adoption that has occurred more quickly than expected. These exchanges of good practices are occurring between CSOs and public servants, which has been another good practice that the community of practice has favoured.

F. MAIN FINDINGS AND RECOMMENDATIONS

Strategic findings for the programme

Findings

- In Annex 7, the most strategic findings on what works, what needs to be improved and what needs to be changed, as well as recommendations for this, are summarised.

1. PROGRAMME DESIGN:

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

Main findings

I. Programme elements performing satisfactorily or with excellence

- In the design, the Spotlight principles are well defined and integrated into the programme. The work done in this programme is characterized by applying intersectionality in all activities to apply the principle of leaving no one behind. Through this, knowledge has been gained on how to work with the most invisible groups or those with little access to justice.
- During the design stage, the integration and participation of the different actors allowed the programme to respond to the needs of the final beneficiaries. This participation contributed to enriching the products developed, as well as the alliances established. In addition, they provided first-hand experience and a broader and closer look at reality.
- The COVID-19 pandemic made it possible to innovate methodologies, put the creativity of processes and tools and technology at the forefront when developing the field work and thus achieve the expected products and contribute to achieving the objectives of the programme.

II. Programme elements in need of improvement

- The design of indicators leaves a need for tighter measurements to follow up on them. For this, they require more detail in recording the route to achieve the sub-products by defining milestones and targets that refer to that route. At present, indicators are not used in the day-to-day monitoring of the work plan. (Question 6)
- Design administrative procedures to overcome procurement processes that are characterized by slowness in the stage of identifying, negotiating scope of activities to be executed and initiating contracting processes, and in the ability to define more precisely the terms of reference for

contracts and consultancies. In **joint actions** between RUNOs with implementing partners, overcome the **administrative limitations** that are beyond the control of the RUNOs, since they are agency procedures. And, overcome **the Spotlight rule of not allowing the transfer of funds between UNS agencies** as it limits the ability to facilitate a single process with common partners to all three RUNOs, and in the work that could be done by the partner agencies. (Question 10B)

- The adjustment of the programme to increase CSO participation strengthened this limitation of the design and the methodology for working with civil society organisations and succeeded in strengthening human capacities. The design lacked an institutional strengthening dimension that would further strengthen key institutions and organisations to ensure the sustainability of the programme's expected results.
- In addition, it is worth noting that in terms of programme sustainability, there is interest in ensuring the continuity of the work with key regional actors at the end of the SI investment, so that it is the same intergovernmental and regional identities that drive the institutional strengthening and the change in political will to develop and promptly apply the benefits associated with the products and that the role of CSOs is also activated, influencing them to change cultural patterns, legal frameworks and services or what is necessary to prevent VAWG.
- The employment stability of programme staff so as not to generate delays in implementation.
- Promote a fluid communication among participants and generate more frequent and not so spaced discussion spaces (meetings) with all implementing partners or people with a common interest in the topic.

III. Programme elements requiring change

N/A

Recommendations:

As soon as possible

- a. It is recommended that the work on intersectionality be continued, creating regional spaces to broaden the participation of more groups that have had less opportunity to raise their voices and to address issues that affect everyone.
- b. The dialogue spaces should also establish links with the topic of masculinities and their organisations, opening opportunities for more partners and the struggle to eradicate violence against women and girls, from their strategic plans and incorporating themselves into support or research activities.
- c. Improve communication both internally and externally, especially when there is a change of personnel.

During the planning of phase 2

- d. **(Q6)** To make Spotlight indicators more appropriate to the reality of the regional programme, request that the measurement sheets define the work paths and mark the processes with Milestones of the type of achievement expected at the end of each year, measured with the indicator's unit of measurement.
- e. Prioritize medium-term strategic planning processes to achieve the outcomes using inputs from Phase 1. Develop strategic planning in conjunction with key stakeholders for each outcome to enable:

- a. Carry out the planning in the time available, reduce the scope of the results originally planned to a 3.5-year timeline and not 4 years.
- b. Ensure that the actions to be taken are feasible on that timeline without weakening the implementing partners.
- c. Use participatory and two-way working methodologies that foster continuity of partnerships with key actors to achieve results.
- f. Apply work methodologies that allow sharing among the different actors, progress, challenges, promote complementarity, mutual support, synergy and coherence and non-duplication of activities in the processes.
- g. Adopt the good practices applied in the implementation of systematizations of services for women from groups vulnerable to VAWG and survivors of femicide with their implementing entities with the support of the community of practice of essential services, to adapt them and use them in the processes of research and advocacy in the activities of pillar 1 (1.1 normative) and 5 (data quality).
- h. Advocate for and develop administrative reforms that facilitate joint work among UNS agencies.

2. GOVERNANCE:

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

Main findings:

I. Programme elements performing satisfactorily or with excellence

- All of the implementing partners interviewed, intergovernmental entities, CSOs, networks, NGOs, and civil society consultants, which were the vast majority, have demonstrated through their actions and products their effective commitment to advancing reforms to eradicate VAWG+FF at the regional level and with a particular interest in disseminating the results at the country level, especially those that did not have the opportunity to develop the SI, but show an interest in disseminating and sharing the results in their respective national territories.
- The work plans assigned to intergovernmental and CSO implementers have effectively directed actions, generating quality products despite the limitations imposed by the COVID-19 pandemic in accessing informants affected by VAWG. However, this intense effort leaves the entities involved exhausted and with an extra burden of delayed work, but with timely compliance with the changes made to the original and requested plan.
- UN partner agencies have demonstrated effective engagement by contributing their own resources and taking co-lead roles on joint issues.
- Governance mechanisms are functioning as described in the project document. The CSRG has been able to strengthen its functions beyond what was expected in the project document thanks to the initiative of its members and the support of the programme, and its contributions to the strategies for the reprogramming caused by the COVID-19 pandemic have been considered very successful and valuable for the results achieved in the programme.
- The Technical Implementation Group, composed of RUNO technical staff, is responsible for defining the day-to-day decisions to be made, planning, coordinating, monitoring, and reporting inputs, and passing this information to the Steering Committee for approval. This group is

coordinated by the Spotlight Interagency Coordinator, who has performed her duties efficiently. However, it has areas for improvement as described in the next section.

- The Steering Committee has fulfilled its role, made the decisions it had to make in its role of approving the work plans.

II. Programme elements in need of improvement

- Expand the current role and functions of inter-agency coordination in order to strengthen the programme.
- Openness to participation of key partners in monitoring and steering mechanisms, in particular in the Technical Implementation Group and Steering Committee.
- Formalize and assign the technical coherence function, in order to ensure a cross-agency and strategic vision of the programme.
- Through all the actions of the programme, develop the commitment at the level of central governments and the Latin American region to address, prevent and eradicate VAWG in their environments, mainly in the countries where the SI is developed, fulfilling the commitments at the international level as well as agreements signed (agenda 2030).

III. Programme elements requiring change

- The Interagency Programme Coordination team, led by the Spotlight Interagency Coordinator, is under the direction of the programme's lead agency, UN Women, in the position of EVCM Regional Advisor. This imposes a risk of conflict of interest in trying to maintain impartiality in the coordination of this decision-making group when the one evaluating the performance of its coordinator is part of the decision-making team of the programme she coordinates.
- *Technical Coherence.* The function of technical coherence that crosses pillars and agencies, promotes contact and synergy is not evident. A limiting factor to function with an inter-agency perspective is that the coordination of the regional programme is under a RUNO, subordinated to a technical position that is in the Technical Implementation Group, and not as in national programmes that is outside the sphere of the RUNO. In addition, voice was given to the need for greater communication between implementers of activities on the same theme to complement efforts and avoid duplication.

Recommendations

In the second phase

- a. Strengthen the role of existing inter-agency programme coordination:
 - Expanding the scope of its functions to inter-agency coordination actions for the programme, including collecting and disseminating information on overall technical and financial progress, disaggregated by RUNO, and disseminating information to RUNOs and key stakeholders on quarterly progress of the programme's pillars.
 - Realigning the organisational chart for the Spotlight inter-agency coordination office so that it reports directly to the UN Women Deputy Representation rather than to a technical position participating in the Technical Implementation Group. This would allow for a broader vision and scope of functions with less risk of conflict of interest at the technical level.
- b. Strengthen technical coherence from an inter-agency and strategic vision of the programme. Assigning this responsibility and defining the functions for a technical coherence position. Responsibilities should include at least reviewing the execution of all budgeted lines in their entire

work route, fostering communication between lines, advising the RUNOs on how to complement, opportunities for improvement, and bringing together executing entities that work on similar issues to ensure articulation, complementarity, and non-duplication. There are successful experiences in the region from which lessons can be learned, for example, the Spotlight Initiative Programme in El Salvador.

- c. Reform governance functions to reflect a practice that broadens participation with voice and no-vote, in the Technical Implementation Group and Steering Committee of key stakeholders and programme so that there is better exchange among regional and country-level partners, so that no one is left behind, and to ensure continuity of programme results at the conclusion of Spotlight Initiative funding.

3. PROGRAMME MANAGEMENT:

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

Findings

I. Programme elements performing satisfactorily or with excellence

- The appropriate selection of key actors in the work of eliminating VAWG+FF both among UN agencies and intergovernmental entities and civil society organisations, networks, NGOs and consultants, and the partnership with EuroSocial+, have contributed to the efficiency of the project. These actors have contributed and will continue to contribute to progress towards achieving the programme's objectives.
- The outputs in the LARP programme are aligned with the priorities of the RUNOs and UN partner agencies, which, although not funded, have contributed their own resources by providing recommendations and technical assistance and by collaborating in the committees created in the programme.
- The implementation mechanisms chosen have been successful in terms of the selection of implementing partners and the flexibility in changing implementation modalities to expedite the execution of funds. An unforeseen result was the increase in the involvement of CSOs in the systematization of good practices of care for VAWG+FF, post-pandemic COVID-19 was a wise decision that accelerated the knowledge and adoption of these good practices and strengthened the CSOs involved.

II. Programme elements in need of improvement

- *Improve procurement and contracting procedures* to avoid delays. Develop appropriate administrative processes for joint interagency action.
- *Fluid communication strategy*. There is a demand among implementing partners of all types for a communication strategy on the progress of the programme as a whole that articulates communication systems, establishes meetings between pillars, and is continuous and fluid between CSOs and not only between RUNOs.
- *Capacity-building in the region*. In the case of the intergovernmental institutions, the programme imposed an institutional burden that has constrained them in their normal work, although it has enriched and enhanced the work done with Spotlight. So there have been gains and losses at the same time, and it is difficult to weigh whether they have been strengthened or not.

III. Programme elements requiring change

- The main weakness of the programme is that achieving results is a long-term process and assumes that there are some key actors who could give continuity to the work done once the regional programme concludes. Therefore, the achievement of long-term results depends on formulating

successful strategies to influence decision-makers with the right information so that they approve and institutionalize the reforms promoted by the programme.

- The evidence shows that it is indisputable that the programme is leaving a wealth of knowledge that will allow intergovernmental institutions and the women's movement and UNS agencies to advance the work they have been doing. However, the initiative aims to leverage these results to accelerate the adoption of the proposed reforms in the region. This requires that an additional output of the programme is to create a movement or process that incorporates all types of key actors to work together to push for reforms and achieve them more quickly and to strengthen institutional capacities to provide leadership to institutions with mandates that give continuity to the results.

Recommendations:

With the necessary promptness before the end of the first phase:

- Apply an institutional strengthening approach in agreements and contracts with strategic actors, aimed at optimizing the comparative advantages of these actors, strengthening the relevant capacities in human resources and with technologies that enhance the productivity of the staff they have.
- Strengthen programme monitoring, in the Technical Implementation Group and by the programme coordinator, by introducing as an analysis tool, financial data disaggregated by budget line presented by the RUNOs to monitor the work plan by budget line.
- Introduce measures to improve administrative efficiency in negotiation, procurement and contracting processes in all agencies, and strengthen the capacity to develop terms of reference that reflect the technical requirements and appropriate budgets for contracting.
- Open communication channels within Spotlight to increase information sharing between technical staff and policy functions of RUNOS themselves, strategic actors that are implementing entities (intergovernmental, CSOs), and the other UNS partner agencies, so that information is not only limited to the accumulated knowledge of the Technical Implementation Group but can be expanded with the knowledge, experiences, and analysis of the other strategic actors. This will enable better informed decisions, strengthen articulated action, and develop mutual trust between strategic actors that will ensure that Spotlight's results are achieved in the long term.
- Establish a participatory and inclusive process with key stakeholders to plan how to further advance the proposed reforms at the conclusion of the Spotlight initiative. This broader participation will allow for greater inclusiveness and intersectionality, more fluid dialogues, and will also facilitate spaces for consultation, exchange of experience, and strengthening the implementation of the work plan.

During the planning of a second phase it is recommended:

- Integrate the above five recommendations into the design.
- Promote internal efficiency taking into account the lessons learned from Spotlight at the global level, UNS agencies in the region should advocate with the UNS General Secretariat on simplifying / harmonizing bureaucratic processes in joint agency activities for priority issues.
- Take into account in the design of the work plan, the real times to execute activities and not to generate overloads in the working days of the personnel involved.

4. PROGRAMME IMPLEMENTATION AND RESULTS

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

Main Findings:

I. Programme elements performing satisfactorily or with excellence

Flexibility of the Global Spotlight Initiative to make adjustments and time extensions due to changes in the global context caused by the COVID-19 pandemic and subsequent bottlenecks and slowdown in budget execution.

Effective implementation. The Technical Implementation Group has functioned well as a mechanism to analyse, reschedule, and make adjustments to work plans to manage the external contextual risks, created by the COVID-19 pandemic, that the programme has faced; and the Steering Committee has been quick and effective in responding with work plan approvals.

The practice applied to systematize promising practices in serving vulnerable groups, strengthening CSOs and the Community of Practice of Essential Services is delivering results faster than other methodologies.

Quality of outputs. The RUNOs have been effective in the selection of executing entities and consultants to elaborate the by-products that advance the results. They have also been effective in developing mechanisms to accompany the researchers. These mechanisms have been effective in maintaining the relevance of the research to the needs of the vulnerable groups affected in the case of systematizations of services, and to the normative frameworks to be strengthened in the case of studies. These mechanisms are ensuring that the outputs will be useful inputs to ensure that the expected outcomes of the regional programme are achieved.

Capacity building in the region. The practice of contracting strategic partners among civil society organisations and intergovernmental institutions and NGOs to carry out activities has resulted in enhancing their research capacities, especially in the cases of CSOs. Women's organisations from the most excluded groups have been able to insert themselves into regional networks, acquire more knowledge to improve their own services, and have had their good practices validated and valued by others. They have taken on a technical role and built relationships with public servants from this position.

Resilience of RUNO and implementing partners has been great in terms of absorbing reduced timelines, implementation methods, scope of works, limited budgets, demonstrating solidarity, capacity to learn and adapt, and deliver with quality. They have developed mitigation measures and have continued with the established plans, increasing their pace. This has been a strength in the programme that has minimized delays caused by changes brought about by the COVID-19 pandemic.

Contributions to sustainability. Elements that have strengthened the sustainability of the programme results in phase 1 have been:

- Alliances and work with institutions, networks, organisations and NGOs that are already key actors in the fight to eliminate VAWG+FF, which will continue with its mandate as part of its strategic plan.
- Developed new knowledge as a common good that will enable the scaling up of results in policy frameworks, care and protection services, and cultural transformation.
- Within civil society, women's organisations of groups that suffer multiple forms of discrimination and VAWG+FF are more visible and strengthened, with links between national organisations, with regional networks, with members of the Community of Practice of Essential Services to address VAWG+FF, and with greater capacity to advocate nationally and regionally.
- There has been increased interaction between different sectors involved in the fight against VAWG, especially among public servants (public ministries, care and protection services, education sector), grassroots women's organisations and regional networks of groups suffering multiple forms of discrimination connected to feminist organisations in the region, women human rights defenders, NGOs supporting human rights, and UN agencies.

II. Programme elements in need of improvement

Public servants as potential allies for advocacy. In the studies and research carried out with the collaboration of public servants from the justice sector, the opportunity to have two-way communication in the research methodology has been missed, so that they can become allies who influence their own institutions and become channels to bring new knowledge and broaden the institutional vision of the relationship between VAWG+FF and issues such as organized crime, human trafficking, disappearances, and irregular human mobility.

Phase 1 must complete the knowledge products before proceeding to Phase 2 and if these products are not effectively communicated to the appropriate change agents, the end result of the programme cannot be achieved. Therefore, it is key that Phase 2 takes into account more meaningfully who the change agents are in the short, medium, and long-term pathway, what their role is in moving the issues forward until the desired changes are achieved, and how they can be strengthened in the short term to take ownership of the tasks and expected outcomes.

Sustainability: There is a lack of a coordination mechanism to advance VAWG+FF through alliances between key actors from all sectors and articulated advocacy work to advance the different expected results. Given that these key actors are already involved as implementing partners in the regional programme, it is necessary to open space for them as allied partners and not only as implementers, giving access to their participation in the monitoring of programme results from the inter-agency perspective, and implementing a communication strategy on the progress of the programme as they are already demanding.

III. Programme elements requiring change

Lead to expected results. The knowledge products are still in a high-risk stage for the fulfilment of results, because they require dissemination to key change agents to follow up and advocate with decision-makers to carry out the actions that will ultimately deliver the results. These are long-term processes, beyond phase 2, and no specific goal has been established in these processes so that at the conclusion of the Spotlight initiative other agents of change will provide continuity.

Long-term bottleneck in national governments. The financial capacity of key institutions to follow up on results is the bottleneck that will limit progress in concluding the Spotlight initiative (in MESECVI, COMMCA, AIAMP, public services of Community of Practice members). This requires the United Nations and the European Union to promote greater involvement of other sources of international cooperation funds, and to advocate with states for increased budgets to be allocated to VAWG+FF related action plans.

Recommendations:

As soon as possible:

- a) **Systematize and adopt the principles and successful practices used** in the implementation of systematizations of services for women of vulnerable groups with their implementing entities with the support of the community of practice of essential services, to **adapt and use them** in the processes of research and advocacy in the activities of pillar 1 (normative) and 5 (data quality - studies).
- b) Develop lines of action in the sustainability strategy that include in the advocacy processes and by priority areas of work (for example: regulatory reforms, reforms in the provision of essential services, reforms in the generation of reliable, comparable data) and encourage the establishment of communities of practice for each line of action and designating a leading role to these communities of practice in the generation of knowledge, exchange of experiences, reflection and joint decision making.

During the preparation of phase 2

- c) Systematize experiences in managing programmes during phase 1 to **develop lessons learned and more effective practices on how to manage programmes in phase 2**. In particular: promote the use of financial information and percentage of technical progress by budget line to track progress on annual work plans.
- d) **Indicators.** Adapt the definition of how to measure the standard indicators to the circumstances of the programmes so that they continue to measure the final impact, but during implementation they can have milestones and targets that relate to their own work routes and not the hypothetical ones that currently exist.
- e) **Formulate advocacy plans by expected outcome**, including strengthening the key change agents who will lead, encourage and facilitate these processes over time. This may include women's organisations (with a focus on intersectionality) allied with feminist organisations and NGOs.

In formulating the advocacy plan:

- Agree on lines of action that include at least the themes of national budgets for VAWG+FF action plans; regulatory reforms; improving the quality of data on VAWG+FF; and care and protection services for victims and survivors of VAWG+FF.
- Identify and define the profile of key decision-makers (in the different areas/sectors) in each line of action;
- Focus advocacy actions on the changes that these decision-makers need to support.
- Identify who are the key strategic partners with the comparative advantage to effectively advocate with each of these decision makers.
- Guide Phase 2 actions to strengthen these key strategic partners so that they can collectively take the lead when Spotlight's investment ends.

ANNEX 1: LIST ALL DOCUMENTS ANALYSED

Sources of information: List all documents analysed.	
Spotlight documents	Availability
Country Programming Document approved by the Operational Steering Committee	1
Country budget approved by the Operational Steering Committee (may also include revised budget).	4
Country Programme (Snapshot)	
Inception report	
Annual Report(s)	2
Annex A Country Report (included in the Annual Report)	2
Ad hoc Report (2nd Tranche) (may also include an Interim Narrative Report - 2 pages)	1
Spotlight Initiative Financial Information on the MPTF Portal	1
Knowledge management work plan	1
Work Plan of the National Reference Group of Civil Society Organisations	0
Civil Society Organisations Reference Group Biographies	0
Communication work plan	2
Stories straight from the Calendar	0
Other documents: AVAILABLE IN SHARED FOLDER (including those above)	
Total: 173	
Advances knowledge products (74)	
<ul style="list-style-type: none"> ✓ UNDP Technical Committee (3) ✓ ONUMUJERES (10) ✓ UNDP (19) ✓ COMMCA (5) ✓ COMMCA Products (5) ✓ UNFPA (9) ✓ Knowledge products (4) ✓ KII (2) ✓ CPD and Budget (17) 	
COP-PSE UNFPA SYSTEMATIZATIONS (24)	
<ul style="list-style-type: none"> ✓ Essential Services Community of Practice (2) ✓ BG PREVENTION KIT WITHIN THE FRAMEWORK OF THE EIS (2) ✓ SYSTEMATIZATIONS OF PROMISING PRACTICES (13) ✓ TORs systematizations and investigations (7) 	
MULTIDIMENSIONAL STUDIES UNDP (7)	
KNOWLEDGE MANAGEMENT (1)	
GOVERNANCE (10)	
<ul style="list-style-type: none"> ✓ Steering Committee minutes (4) ✓ 6 documents 	
LFA (2)	
WORK PLANS (5)	
Reports (9)	
Annexes Annual Report 2020 (5)	
RECENT DOCUMENTS (29)	
<ul style="list-style-type: none"> ✓ Technical Advisory Committee (8) <ul style="list-style-type: none"> ○ CTA I (3) ○ CTA II (3) 	

- Documents (2)
- ✓ Multidimensional Studies UNDP (7)
- ✓ Executive summaries (8)
- ✓ UNWOMEN (6)

OTHER: (7)

Financial information by activity by RUNO, as of December 31, 2021 from:

UNFPA (3)

UNWOMEN (3)

UNDP (1)

ANNEX 2: LIST OF INTERVIEWEES

Group of actors	Institution / organisation ⁴¹	Position
Civil Society	CSRG (3)	Members
Public sector	AIAMP (3)	
Civil Society	Humanity and Inclusion (3)	Socioeconomic Inclusion Project Coordinator
Civil Society	CISCSA and Feminist Collective of El Salvador (2)	Researchers
International Cooperation	EUROSOCIAL (2)	
INTER ENTITY GOVERNMENT	COMMCA/SICA (2)	Director Technique
Public Sector	ISDEMU (1)	
Civil Society	Advisory group systematization of inclusive models of GBV for women with disabilities (1)	Consultant
RUNO	UN WOMEN (2)	Representative Deputy Representative
RUNO	UNFPA (3)	UNV Gender/GBV Specialist Youth Councillor (March 2021) UNWOMEN Policy/LAC EAW Specialists
RUNO Spotlight Team	UN WOMEN (1) Spotlight Interagency Team (1)	EVCM Specialist Spotlight Intelligence Coordinator
Civil Society	CHIRAPAQ (1)	President
Civil Society	Catholics for a Free Choice (CDD) Bolivia (1)	Project Coordinator
RUNO	UNDP (3)	Coordinator of the VAWG Elimination Project Gender Area Leader Junior Consultant
NGO/CIVIL SOCIETY	OXFAM INTERNATIONAL (1)	Researcher
NGO/CIVIL SOCIETY	CEJIL (1)	Researcher
ACADEMY	Global Women's Institute (2)	Researchers
RUNO	UN WOMEN (2)	EVAW Policy Specialists - Regional Office for the Americas and the Caribbean
INTERNATIONAL COOPERATION	EUROPEAN UNION (2)	Project Officer - Cooperation Section Regional Cooperation Team Leader
CIVIL SOCIETY	CLADEM (1)	Researcher
INTERGOVERNMENTAL INSTITUTION	MESECVI (1)	Coordinator
CIVIL SOCIETY	PROMUNDO (1)	Researcher
SNU	IOM (1)	Project Officer
RUNO	UNFPA (2)	Deputy Regional Director Regional Director
CIVIL SOCIETY	ELA- L.A. Justice and Gender Team (1)	Researcher
SNU	OHCHR (1)	TECHNICAL OFFICER
CIVIL SOCIETY	CEFEMINA(1)	Researchers
CIVIL SOCIETY	CONSULTANT (1)	Researcher
CIVIL SOCIETY	Inclusion and equity (1)	Researcher
CIVIL SOCIETY	CONSULTANT (1)	Researcher
CIVIL SOCIETY	CONSULTANT (1)	Researcher
CIVIL SOCIETY	CONSULTANT (1)	Researcher

⁴¹ Names of interviewees can be obtained upon request.

CIVIL SOCIETY	CONSULTANT (1)	Researcher
SNU	ECLAC (1)	Researcher
CIVIL SOCIETY	RIRE (1)	Researcher

ANNEX 3: ACRONYMS

AIAMP	Ibero-American Association of Public Prosecutors
CEJIL	The Center for Justice and International Law (CEJIL)
CHIRAPAQ	Center of Indigenous Cultures of Peru,
CICSA	Center for Exchange and Services for the Southern Cone Argentina / El Centro de Intercambio y Servicios para el Cono Sur Argentina
CLADEM	The Latin American and Caribbean Committee for the Defence of Women's Rights
COP	Community of Practice
H&I	Humanities and Inclusion
MESECVI	Follow-up Mechanism of the Convention of Belém do Pará
CSO	Civil Society Organisation
RIRE	The Inter-American Shelter Network / La Red Interamericana de Refugios
RUNO	United Nations Recipient Organisation
SNA	National System of Attention
UNS	United Nations System
ToR	Terms of Reference
GBV	Gender-Based Violence
VAWG	Violence against women and girls
UNDAF	United Nations Development Assistance Framework
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

ANNEX 4: CASE STUDY ON THE APPROPRIATENESS OF INDICATORS

QUESTION 6. CASE STUDY ON WHETHER INDICATORS ARE APPROPRIATE

Case: Pillar 1 Indicator 1.1.5/1.3.3:

Number of key government officials with increased awareness of human rights standards and obligations; and 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. (IS LARP LFA DOC.)

(Translation: Número de oficiales de gobierno claves con sensibilidad incrementada de estándares y obligaciones de derechos humanos y capacidades fortalecidas para abogar por, redactar nueva y /o fortalecer legislación existente y/o políticas para terminar la VCMN y/o la igualdad de género y no-discriminación).

SI Output 1.1 as adopted by the regional programme: *Regional and national partners have strengthened their knowledge and capacities to assess the gaps and draft new and/or strengthen existing legislation and policies on femicide, with an intergenerational, inter-ethnic and intersectoral approach, as adopted by the regional programme.*

With the regional adaptation of: *starting from the adaptation of the Inter-American Model Law on Femicide to prevent, punish and eradicate the violent deaths of women (Femicide - Feminicide) and the adoption of criminal procedural law in the regulations of the Latin American Model Protocol for the investigation of femicide. (translation: iniciando con la adaptación de la Ley Interamericana de Femicidio para prevenir, sancionar y erradicar las muertes violentas de mujeres (Femicidio-Feminicidio) y la adopción de leyes de procedimientos criminales y regulaciones del Modelo del Protocolo Latinoamericano para la investigación del feminicidio).*

Combined Indicator 1.1.5 and 1.3.3: *Number of key government officials with increased awareness of human rights standards and obligations and strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies to end VAWG and/or gender equality and non-discrimination (IS LARP LFA DOC.)*

Implementation⁴²:

Activity 1.1.1: *Análisis y abogacía para promover la adopción y mejora de marcos legales por el uso de la Ley Modelo de Femicidio, estándares de ley de procedimientos criminales con base en el Protocolo Modelo Latinoamericano para la investigación de muertes relacionadas a género de mujeres (femicidio/feminicidio) y ajustes regulatorios para promover reformas a la legislación civil y de familia para asegurar la protección de mujeres sobrevivientes. (Translation of: Analysis and advocacy to promote the adoption and improvement of the legal frameworks by the use of the Model Law on femicide, criminal procedural law standards based on the Latin American Model Protocol for the investigation of gender-related killings of women (femicide/feminicide) (expand on footnote) and regulatory adjustments to promote reforms to civil and family legislation to ensure the protection of women survivors.*

Route in the work plan: Line of Action with MESCEVI. Adoption of Model Law. 1.2 Consultancy Review of criminal procedure law vs Protocol.

- 1.1.1.3 Printing/publication
 - 1.1.1.4 AIAMP Protocol adaptation and monitoring tool

⁴² This is a literal translation of categories in the initial and subsequent "Annual Worplan" document (in Excel)

- 1.1.1.7 Recorded documentation of experiences in adapting the protocol in 1-2 countries.
- 1.1.1.9 Virtual Course on the use of the Femicide Protocol (ready for launch)

Activity 1.1.3 Desarrollar recomendaciones regionales y lineamientos para reformar marcos legales que se dirigen a (a) desapariciones de personas y su posible relación con casos de feminicidio, (b) los cambios necesarios para abordar el crimen organizado legalmente y sus nexos con la violencia basada en género, violencia sexual y feminicidio (tráfico de personas, migración forzada, tráfico de drogas y armas), y (c) migración y VCM y su relación con casos de feminicidio, para mejorar la reglamentación, investigación y registro y desapariciones y casos de feminicidio relacionados, en asocio con expertos y sociedad civil. (Translated from: Develop regional recommendations and guidelines to reform relevant legal frameworks addressing (a) disappearances of people and their likely relationship with cases of femicide, (b) the needed changes in the legal approach to organized crime and its link with gender-based violence, sexual violence and femicide (trafficking in persons, forced migration, trafficking in drugs and weapons) and c) migration and violence against women relationship with cases of femicide, to improve the regulation, research and registration and disappearances and related cases of femicide, in partnership with experts and civil society).

Route in the work plan:

- 1.1.3.1 Review national systems of records of disappearances.
 - 1.1.3.2 Travel to present/advocate (deleted post COVID)
 - 1.1.3.3 Publications
- 1.1.3.4 Review of legal approaches to address organized crime and the nexus to GBV, sexual violence and femicide
 - 1.1.3.5 Travel for meetings of experts (deleted post COVID)
 - 1.1.3.6 Meetings of experts (deleted post COVID)
- 1.1.3.7 Document consequences of VAW on migrant women, femicide, femicide against migrant women
 - 1.1.3.8 Consultations with experts (deleted post COVID)
 - 1.1.3.9 Rental for meeting (deleted post COVID)
- 1.1.3.10 Migrant women's livelihoods and sexual violence assessments
 - 1.1.3.11 Consultancies

OF ACTIVITY 1.1.1.1 SHOULD BE IN THIS LINE TO BE CONSISTENT:

- 1.1.1.5 Migrant women's livelihoods and sexual violence assessments
- 1.1.1 NEW 2021. CONSULTANCY (women migration study / VAWG)
 - 1.1.1.6 Travel (deleted post COVID)
- 1.1.1.8 Recommendations for the custody of child victims of femicide.

Assessment of the indicator:

The activities and their budget lines develop sub-products that are studies that will expand the knowledge required for a better application of the Model Law and the protocol for the investigation of femicide in the pilot countries (activity 1.1.1); and, that will expand the knowledge of women and VAWG in scenarios not previously studied: organized crime, disappearances, migration and reparations in activity 1.1.3.

To respond to the indicator, informants who are public officials and have been involved in consultations about what they are doing or how they are addressing these issues can be counted in these activities during Phase 1. People in other institutions who are working on these issues, and some women affected by these phenomena, have also been involved.

This means that through the research it could be justified that public officials **are being sensitized through the questions, because to date the results of the studies have not yet been published or presented.**

In the case of the AIAMP Network, in another indicator, there is a survey activity on women human rights defenders and how they handle investigations of complaints they file. This survey has reached many prosecutors and would be the only way to have such a high figure for indicator 1.1.5/1.3.3 in the second year.

But all this reaches only to sensitization of government officials, not to capacity building for law reform, **because those results to be developed by MESECVI are not yet ready.**

However, considering that in Pillar 1 theory of change, the desired outcome is:

(5) then countries in the region will *have an appropriate legal and regulatory environment to respond to VAWG, including femicide and other forms of discrimination, and implement and design policies to address VAWG and femicide* ("Then countries in the region will have an appropriate legal and regulatory environment to respond to VAWG, including femicide and other forms of discrimination, and implement and design policies to address VAWG and femicide"), then, the indicator should measure not only awareness, but also 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* ("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"). (IS LARP LFA DOC.) and at the end of the programme, the policy instruments reformed as a result of the efforts.

The metrics reported in the annual reports for this indicator are as follows:

Indicator Combination of 1.1.5 and 1.3.3: <i>Number of key government officials with increased sensitivity to human rights standards and obligations and strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies to end VAWG and/or gender equality and non-discrimination.</i>	BASELINE	Milestone 1	REPORTED RESULT YEAR 1	Milestone 2	REPORTED RESULT YEAR 2	Target
Total Key government officials	0	Not reported	Not reported	2500	5486	5000
Key Women Government Officials	0	Not reported	Not reported	1500	4288	3000

Is the indicator appropriate?

Taking into account the activities that have been stipulated for this indicator, one part of the indicator is adequate to measure the results of phase 1 to date, and that is the sensitization of government officials, as long as it is not indicated how this sensitization was to be carried out, since to date it is a possible consequence of the research interviews conducted, because there has not yet been time to present the results and to sensitize and advocate with them.

The second part of the indicator has not been carried out, since the course to implement the investigation protocol for femicide with prosecutors in the region has been completed, but has not yet been implemented.

It is concluded that the indicator itself is adequate but that the way it is being used in the programme is not precisely defined, since in the first year of activities a Milestone was not defined that could have defined awareness as a marker and measured the number of people who would have been sensitized through the research activities. Such a definition would have impacted the research methodology to make it more consultative and participatory with the intention that these people would become allies in future advocacy processes in their institutions. This has been identified as a missed opportunity in the research on this output.

Similarly, for the end of phase 1, it could have established as Milestone the publication and dissemination through social networks and electronic media of the results of the studies to informants and their institutions, as a second stage in the route. Leaving for phase 2, the advocacy activities where these sensitized people and allies are brought together to formulate advocacy campaigns in the countries around the studied issues that are relevant.

ANNEX 5: PROGRESS REPORT TABLE ON IS LARP INDICATORS

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
TRAFFIC LIGHT OF TECHNICAL PROGRESS OF THE ACTIVITIES:	Nearly or achieved: 90%-100% of closure	In Progress: Milestone >50% -89% of close	Insufficient progress: 25-49% of closure	Not achieved: less than 25% of closure					
GOAL: Prevent, Respond & Eliminate VAWG in Latin America, focus on Central America and Mexico. SDG 5.2.1; 5.2.2.									
Outcome 1: Legislative frameworks in the region follow and deepen the understanding of international human rights standards leading to effective sanctioning, prevention and response to all forms of violence against women and girls, including femicide	Indicator 1.1: Proportion of target countries with laws and policies on VAWG including femicide that adequately respond to the rights of all women and girls, including exercise/access to SRHR, are evidence-based and in line with international HR standards and treaty bodies' recommendations			Not reported					

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
Output 1.1 Regional and national partners have strengthened their knowledge and capacities to assess the gaps and draft new and/or strengthen existing legislation and policies on femicide, with an intergenerational, inter-ethnic and intersectoral approach, starting from the adaptation of the Inter-American Model Law on Femicide to prevent, punish and eradicate the violent deaths of women (Femicide - Femicide) and the adoption of criminal procedural law in the regulations of the Latin American Model Protocol for the investigation of femicide.	Included: Indicator 1.1.4 Number of women's rights advocates with strengthened capacities to draft legislation and/or policies on ending VAWG and/or gender equality and non-discrimination, within the last year (no data reported)	No activities		0	0	0	50	0	50
	Indicator Combination of 1.1.5 and 1.3.3: Number of key government officials with increased awareness of human rights standards and obligations; and 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. (IS LARP LFA DOC.)	1.1.1, 1.1.3	62%						
	Total Key government Officials The activities are studies that have not yet been presented, how could they get such high results?			0		Not reported	2500	5486	5000
	Women Key Government Officials The activities are studies that have not yet been presented, how could they get such high results?			0		Not reported	1500	4288	3000

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
	Indicator 1.3.4: Number of women human rights defenders with strengthened capacities to contribute to the development of laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda	1.1.2	100%						
	Women human rights defenders demonstrate			0	0	0	200	149	470
	Contribute to developing laws and policies			0	0	0	10	23	110
Output 1.2. National and/or sub-national partners are better able to develop evidence-based national and/or sub-national action plans on VAWG including femicide in line with international HR standards with M&E frameworks, increase financing and allocate appropriate budgets for their implementation, including for those groups facing multiple and intersecting forms of discrimination.	MODIFIED: Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year (no data reported)	1.2.1	82%	0	0	0	5	5	15
PILLAR 1. AVERAGE TECHNICAL PROGRESS OF ACTIVITIES OF THE INDICATORS		19%	74%	4%	4%				
Outcome 3: Gender equitable social norms, attitudes and behaviour change at community and individual levels to prevent violence against women and girls, including femicide.	Indicator 3.3: Proportion of countries with at least three evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those					Not reported			

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
	marginalized and are developed in a participatory manner								
Output 3.2 Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities.	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year (data for number of women and number of men)	3.2.1	100%				650,000	10,064	1,980,000
	Women			0	0	21000			
	Men			0	0	21000			
	Girls			0	0	0			
	Boys			0	0	0			
	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.	no activities		3		unaccounted for	2	0	9

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
Output 3.3 .Decision makers in relevant institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls' rights.	*Indicator 3.3.2 Number of relevant non-state institutions ¹ 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. *Not part of the programme, no baseline needed but useful for narrative reporting	3.3.3	100%			Do not report			
	3.3.4 Number of journalists that have strengthened capacity to sensitively report on VAWG and GEWE more broadly.	Deleted activity							
	Journalists			0	0	0	60	0	190
	Women journalists			0	0	0	30	0	95
	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 VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls' rights (COMMCA)	3.3.1, 3.3.4	70%						
	Decision makers				150	300	500	329	1000
	Women decision makers				120	225	400	296	750

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
PILLAR 3. AVERAGE TECHNICAL PROGRESS OF INDICATOR ACTIVITIES		23%	69%	8%	0%				
Outcome 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.	Indicator 5.1: (Proportion of countries that have) globally comparable data on the prevalence (and incidence, where appropriate) of VAWG including femicide, collected over time	outcome		NO	No	No			
	Prevalence				Yes	Yes	NO	NO	NO
	Incidence			Yes			YES	YES	YES
	Indicator 5.2: (Proportion of countries with) publicly available data, reported on a regular basis, on various forms of VAWG including femicide at country level. FEMICIDE ONLY	outcome							
	Femicide			no	Yes	Yes	no	Yes	Yes
	Trafficking			no		unaccounted for	No	No	No
	Indicator 5.3: (Proportion of countries where) National statistics related to VAWG, including femicide incidence and prevalence, are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts	outcome		Sex Age 6) Geographic location	Sex Age 6) Geographic location	Sex Age 6) Geographic location	Sex Age 6) Geographic location	Sex Age 6) Geographic location	Sex Age 6) Geographic location
Output 5.1. Key partners, including relevant statistical offices, service providers in the different branches of government and women's rights advocates have strengthened capacities to	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.	5.1.1, 5.1.2	50%						
	Statistics officers			0	0	0	0	0	0

RESULTS FRAMEWORK	OUTPUT INDICATORS	Activities	Technical progress of indicator activities	BASELINE	Milestone 1	REPORTED RESULTS YEAR 1	Milestone 2	RESULT--REPORTED YEAR 2	Target
	Women Statistics officers			0	0	0	0	0	0
	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.	5.1.1, 5.1.2	50%						
	Government Personnel			0	0	0	0	0	0
	Women Government Personnel			0	0	0	0	0	0
Output 5.2. Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making	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.	5.2.1, 5.2.2	56%						
	Knowledge products			1	0	0	6	6	7
PILLAR 5. AVERAGE TECHNICAL PROGRESS OF ACTIVITIES OF THE INDICATORS			12%	35%	53%	0%			
AVERAGE PROJECT TECHNICAL PROGRESS OF ACTIVITIES OF THE TOTAL INDICATORS			18%	61%	19%	2%			

ANNEX 6: ANALYSIS TABLE OF THE TECHNICAL PROGRESS OF IS LARP INDICATORS

OUTPUT	INDICATORS	May 2021 TECHNICAL ADVANCE	Financial Execution Dec. 2020	Near or achieved: 90%- 100% of implementation	In Progress: Milestone >50% -89% of execution	Insufficient progress: 25 per cent to 49 per cent of implementation	Not achieved: <25% of execution
Output 1.1 Regional and national partners have strengthened their knowledge and capacities to assess the gaps and draft new and/or strengthen existing legislation and policies on femicide, with an intergenerational, inter-ethnic and intersectoral approach, starting from the adaptation of the Inter-American Model Law on Femicide to prevent, punish and eradicate the violent deaths of women (Femicide - Feminicide) and the adoption of criminal procedural law in the regulations of the Latin American Model Protocol for the investigation of femicide.	Indicator Combination of 1.1.5 and 1.3.3: Number of key government officials with increased awareness of human rights standards and obligations; and 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. (IS LARP LFA DOC.)	77%	72%	3	8	1	1
	Indicator 1.3.4: Number of women human rights defenders with strengthened capacities to contribute to the development of laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda	67%	68%	0	3	0	0

OUTPUT	INDICATORS	May 2021 TECHNICAL ADVANCE	Financial Execution Dec. 2020	Near or achieved: 90%- 100% of implementation	In Progress: Milestone >50% -89% of execution	Insufficient progress: 25 per cent to 49 per cent of implementation	Not achieved: <25% of execution
1.2 National and/or sub-national partners are better able to develop evidence-based national and/or sub-national action plans on VAWG including femicide in line with international HR standards with M&E frameworks, increase financing and allocate appropriate budgets for their implementation, including for those groups facing multiple and intersecting forms of discrimination.	MODIFIED: Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year (no data reported)	85%	62%	2	9	0	0
Averages pillar 1	Sub total (%)	77%	68%	19%	74%	4%	4%
3.2 Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities.	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year (data for number of women and number of men)	70%	23%	0	1	0	0

OUTPUT	INDICATORS	May 2021 TECHNICAL ADVANCE	Financial Execution Dec. 2020	Near or achieved: 90%- 100% of implementation	In Progress: Milestone >50% -89% of execution	Insufficient progress: 25 per cent to 49 per cent of implementation	Not achieved: <25% of execution
3.3 Decision makers in relevant institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls' rights.	*Indicator 3.3.2 Number of relevant non-state institutions ¹ 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. *Not part of the programme, no baseline needed but useful for narrative reporting	48%	0%	0	1	1	0
	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 VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls' rights	76%	47%	3	7	0	0
Averages Pillar 3(%)	Sub total (%)	67%	29%	23%	69%	8%	0%

OUTPUT	INDICATORS	May 2021 TECHNICAL ADVANCE	Financial Execution Dec. 2020	Near or achieved: 90%- 100% of implementation	In Progress: Milestone >50% -89% of execution	Insufficient progress: 25 per cent to 49 per cent of implementation	Not achieved: <25% of execution
5.1 Key partners, including relevant statistical offices, service providers in the different branches of government and women's rights advocates have strengthened capacities to	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.						
	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.	54%	7%	1	3	4	0
5.2 Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making	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.	38%	51%	1	3	5	0
Averages Pillar 5 (%)	Sub total (%)	46%	29%	12%	35%	53%	0%
IS LARP TOTAL (%)	SUB TOTAL (%)	63%	42%	18%	61%	19%	2%

ANNEX 7: SUMMARY OF FINDINGS AND STRATEGIC RECOMMENDATIONS

ELEMENTS THAT WORK

Design for sustainability: **Phase 1 has been successful in selecting institutional partners who are key actors in the region, and in supporting the issues that these partners have prioritized.** The RUNOS programmes have been successful in partnering with these institutions in their regular cooperation programmes and in bringing them to Spotlight to accelerate their impact.

The technical coordination of the Technical Implementation Group functions efficiently to review and take corrective measures, mainly by making appropriate changes to the implementation modalities in the work plan (question 7). As a result, the programme has been able to reduce implementation delays to a level that is considered low risk because it will manage to end at the set time given by the extension until December 2021 (question 9). As of May 2021, the programme shows that 18 percent of the by products are at 90 to 100 percent implementation progress; 61 percent of the by products are in progress between 51 and 89 percent progress, and 19 percent show insufficient progress (less than 50 percent progress) (Question 10).

Among the RUNOs, UNFPA has applied working practices focused on the principle of leaving no one behind, applying two-way communication, advisory committees with members of the vulnerable groups studied, and promoting technical strengthening of implementing CSOs, with the support of the Essential Services Community of Practice. These practices **have produced accelerated results compared** to the other programme activities (Question 12).

COMMCA, in the Central American region, with the support of UNFPA, has carried out its lines of action on time, forming Pillar 3, which is the most consistent in contributing to the results of its theory of change, in adopting adjustment measures during the Pandemic and having them in place when the Acceleration plan was formulated. The expected outputs of Phase 1 have been completed, pending the remaining ones to be implemented with UN Women and UNDP.

ELEMENTS TO BE IMPROVED

DESIGN:

Indicators. the indicators selected for the regional programme are adequate to measure the Outputs, **but are not useful for measuring the progress of the programme through the activities that contribute to achieving the outcome.** To be useful they require more detail to record the route to achieve the sub outputs by defining milestones and targets that refer to that route to be more useful in monitoring. Indicators are not used in the day-to-day monitoring of the work plan. (Question 6)

Consistency of activities with pillar theories of change. **Activity 1.2.1 has lines of action that contribute to global outputs corresponding to pillars 2, 4 and 6,** which were not included in this programme, and which are showing results more rapidly.

INCEPTION OF THE PROGRAMME:

Administrative Procedures. (Question 10B)

- **Procurement processes are characterized by slowness in the stage of identifying,** negotiating the scope of activities to be executed and initiating contracting processes, and in the ability to define more precisely the terms of reference for contracts and consultancies.

- In the **joint actions** between RUNO and implementing partners, **they encountered administrative constraints** that are beyond their control, as they are agency procedures.
- On the other hand, **the Spotlight rule of not allowing the transfer of funds between UNS agencies** limited the ability to facilitate administrative processes by applying a single process with common partners to all three RUNOs, and further limited the work that non-RUNO partner agencies could perform.

External delays.

- The approval of the programme with 6 months difference in relation to other programmes in the region, and the delay in the second disbursement **caused a cascade effect in the implementation by implementing partners**. They started **late, but kept the closing dates**, accelerating the pace of implementation compensated with overtime, incorporating additional staff and volunteers, and **concluding that it will not be possible to sustain a similar situation in phase 2. Some of the time delay could be made up with efficiency improvements** in RUNO administrative processes.

Inefficiency in the execution of the work plan.

- **Pillar 5 has the slowest progress, with 53 percent of its activities** in the insufficient progress category (25 to 49 percent implementation). This includes new activities as well as delays in others. The pillar suffered from a slow response in reallocating and reprogrammating funds to make adjustments due to the COVID-19 pandemic (28 percent of activities in the Acceleration Plan were awaiting reprogrammating; another 60 percent were still in preparations to start implementation). In addition, there were delays in multidimensional studies, some of which had original terms of reference that were not adequate to reflect the demands that were made once the research was initiated. (Question 10A)

ELEMENTS THAT NEED TO BE CHANGED

The deficient application of the principles of participation, inclusion, and leaving no one behind with respect to key actors in the fight against VAWG+FF in the region is noted in the **lack of participation of implementing partners in the Technical Implementation Group and the Steering Committee to learn about and contribute to discussions** on work plans and their adjustments. (Question 8).

This situation makes it **imperative for the programme to develop and maintain a culture of participation and inclusion of strategic partners in decision making**; to value the comparative advantages of each implementing partner and the role they have been playing in the fight for the eradication of VAWG+FF and will continue to play after the Spotlight Initiative. It also makes it **imperative to establish spaces for consultation and information exchange to promote the articulation of efforts among allied partners** and optimize the ability to complement these efforts and make a joint management of financial resources to keep the reform process alive.

There is also no regular communication that reports on the progress of the entire programme **to the programme's implementing partners**. The Technical Implementation Group's limited communication on programme progress to implementing partners and its lack of involvement in monitoring their progress **has resulted in diminishing the role of these key actors to that of mere implementers rather than allies**. The accelerated pace of implementation has also had the effect of reducing their institutional strength. All this has added little value to their empowerment as agents of change in the region. **The exception has been seen in the activities being led by UNFPA, as noted above in the good practices**.

(Question 10C) It is concluded that unless the RUNOs collectively **are willing to change their strategy of working** with key institutions in the region in the eradication of VAWG+FF, to value them and include them

in the advocacy processes that must continue at the conclusion of Spotlight's investment, **the programme will not be able to achieve the results it proposes.**

(Question 10C). **It is not an evident practice in the programme to share information with an inter-agency operational vision of the programme,** to maintain a flow of periodic operational information from that perspective that allows each RUNO to see its performance and compare it with the global progress. In addition, **voice was given to the need for greater communication between executors** of activities of the same theme to complement efforts and avoid duplication.

The function of technical coherence that crosses pillars and agencies, promotes contact and synergy **is not evident.** A limiting factor in functioning with an inter-agency perspective is that the coordination of the regional programme is under a RUNO, subordinated to a technical position that is in the Technical Implementing Group, and not as in national programmes that is outside the sphere of the RUNO.

Recommendations

KEEP

Systematize and adopt the good practices that UNFPA has adopted in the implementation of systematization of services for women from groups vulnerable to VAWG and survivors of femicide with its implementing entities with the support of the community of practice of essential services, to adapt and use them in the research and advocacy processes in the activities of pillar 1 (normative) and 5 (data quality).

Promote and advocate with other sources of funding in international cooperation to continue the work that **COMMCA** has initiated to implement it at the level of the countries of the sub-region when the regional programme concludes.

IMPROVE

Design of phase 2:

- **(Q6)** To make Spotlight indicators more appropriate to the reality of the regional programme, request that the measurement sheets define the work paths and mark the processes with Milestones of the type of achievement expected at the end of each year, measured with the indicator's unit of measurement.
- **Pillars:** In order to order the final results of the programme in phase 2, it is suggested that the activities stemming from 1.2.1 of pillar 1 that correspond to global outputs of pillars 2, 4 and 6 should be established in those pillars since they are more advanced with respect to their adoption by the countries to strengthen public servants, as well as in the strengthening of CSOs of women from the most vulnerable groups to advocate for better attention to VAWG+FF cases, and their results for the global programme should not be confused with those of pillar 1.

Efficiency in programme monitoring:

- (P10C) For the Technical Implementation Group and for the programme coordinator, to strengthen the monthly monitoring of the work plan by sub-products, introduce as an analysis tool, disaggregated financial data by budget line presented by the RUNOs.
- To reduce the risk of delays in Phase 2, introduce measures **to improve administrative efficiency in negotiation, procurement and contracting processes** in all agencies, and strengthen the capacity to develop terms of reference that reflect the appropriate technical requirements and budgets for procurements.

- RUNOs and partner agencies to use the lessons learned in phase 1 to **advocate with UN Reform to develop administrative harmonization processes** that can be used for joint inter-agency initiatives.

WHAT TO CHANGE

Strengthen the governance of the programme by enhancing the participation of key stakeholder partners in the monitoring of the programme work plan, through:

- (P8) Adopt as a good practice the **expansion of the Technical Implementation Group with the presence of the implementing partners** that are participating in the activities on the occasions that it meets to review the quarterly progress of the annual work plan.
- (P10C) It is recommended that the **Steering Committee and the Technical Implementation Group, in order** to enhance the sustainability of the programme's objectives, **initiate as soon as possible a participatory and inclusive process with key stakeholders** to plan how to **further advance the proposed reforms** at the conclusion of the Spotlight initiative.
- (P7) Take into account when formulating budgets for key implementing partners the **purpose of institutional strengthening, adding investments to** strengthen the productivity of staff for activities that are important in the advocacy strategies they will carry out.

(P10C) **Strengthen the role of existing inter-agency programme coordination:**

- **Expanding the scope of its functions to inter-agency coordination actions** for the programme, including collecting and disseminating information on overall technical and financial progress, disaggregated by RUNO, and disseminating information to RUNOs and key stakeholders on quarterly progress of the programme's pillars.
- **Realigning the organisational chart for the Spotlight inter-agency coordination office** so that it reports directly to the UN Women Deputy Representation rather than to a technical position participating in the Technical Implementation Group. This would allow for a broader vision and scope of functions with less risk of conflict of interest at the technical level.

Strengthen technical coherence from an inter-agency and strategic vision of the programme,

- Assigning responsibility and **defining roles for a technically consistent position.**
- **Responsibilities should include** at least reviewing the execution of all budgeted lines in their entire work path, fostering communication between lines, advising RUNOs on how to complement, opportunities for improvement, and bringing together executing entities working on similar issues to ensure articulation, complementarity and non-duplication.

Seek advice from the Technical Coherence function of **the Spotlight Programme in El Salvador** as a good practice to adapt.