

Spotlight Mid-term Assessment Report using ROM review

















Type of ROM review **Projects and Programmes**

Project title *Spotlight Initiative – Trinidad & Tobago*

Project reference

EU Delegation in charge *EU Delegation Trinidad & Tobago*

Key information				
Domain (instrument)	Region: Caribbean			
DAC Sector	Human and Social Development : « Gender Equality »			
Zone Benefitting from the Action	Trinidad & Tobago			
Type of Project/Programme	Geographic			
Geographic Implementation	Single-country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	USD 3,700,000			
Project Implementation Dates	Start Date	1 January 2020	End Date	30 June 31 December 2022
ROM expert(s) name(s)	Dr. Lennise Baptiste, Clotilde Charlot			
Field phase	Start Date	October 2021	End Date	December 2021

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

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	1	NA
Partner country government	6	7
UN agencies	10	8
CSO reference group	3	1
Implementing partners	6	5
Final Beneficiaries	16	
Other		

Key documents ¹	Number
Essential documents	13
Other documents	22

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

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

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

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

As per the Terms of Reference, the MTA uses the EU Results Oriented Monitoring (ROM) methodology as an approach to ensure that the results are comparable (across countries) and easy to interpret. However, the questions to be answered for the MTA are different from standard ROM methodology questions and were agreed in advance by the EU and the Spotlight Secretariat. The 13 MTA questions are grouped by Relevance, Effectiveness, Efficiency and Sustainability, which form the main headings of the report.

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

Table 1. Grading reference table for criteria and monitoring questions

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

Trinidad and Tobago (T&T) was selected to implement the Spotlight Initiative due to the high incidence and prevalence of family violence. Under this Initiative, the implementation of integrated, quality and accessible services and prevention approaches, with a supportive architecture of laws, policies and institutions to address family violence, was intended. The official launch was a series of virtual presentations in the period May 18 – 22, 2020 with participation from the Minister of State in the Office of Prime Minister Gender and Child Affairs Division (OPM GCA), the EU Ambassador, representatives from the civil society-national reference group (CS-NRG) and the UN Resident Coordinator (RC). This virtual launch was followed by a press conference (live streamed on social media platforms), which included a panel discussion on the COVID-19 response plan, with representation from civil society organisations, Permanent Secretary for the OPM GCA, EU Ambassador, Resident Coordinator and recipient UN organisations (RUNOs). The three communities chosen for interventions during the design phase were Tunapuna/Piarco, Mayaro and Tobago. The roll-out was severely impacted by the COVID-19 pandemic as all planned activities had to pivot to virtual formats, as the country had implemented lockdown measures and a state of emergency. The process of obtaining buy-in from all stakeholders and the length of time to get government approvals, presented some challenges which caused implementation delays.

Methodological approach used

The MTA involved a combination of three methodological approaches: Qualitative data collection (Key Informant Interviews (KIIs) and Focus Group Discussions (FGD)), an Online Survey, and a document review.

A total of 21 stakeholders (17 females – 81%; 3 males – 14.3%; 1 – 4.8% respondents did not disclose his/her gender) participated in the online survey. Based on the stakeholder groups, 7 identified as government, 8 identified as RUNOs (including 1 as a former RUNO), 5 identified as Implementing Partners, and 1 as CS-NRG.

For the qualitative data collection, information was collected from 42 respondents through 18 KIIs and 4 focus group discussions. A total of 26 respondents participated in the KIIs, consisting of 20 (77%) females and 6 (23%) males. The KIIs covered government institutions, UN organisations, the UN Resident Coordinator, the Spotlight Initiative Team, the EU delegation, local government, the Tobago House of Assembly (THA), current members of the CSNRG, and Implementing Partners (IPs). Annex II will show the number of participants in individual and group KIIs. A total of 4 FGDs took place with 16 beneficiaries from the following groups: Trade Unions (2), Judiciary (7), Small Grant Recipients (2) and Healthcare Workers (5).

Limitations and measures taken:

Due to the COVID 19 pandemic the data collection for the KIIs and FGDs was virtual. The MTA team has extensive experience in undertaking virtual interviews and covered all the stakeholder groups involved in the Spotlight Initiative in Trinidad and Tobago.

To respond to the context of virtual meetings necessitated by the COVID 19 pandemic, and the challenge of finding a meeting time to brief all categories of stakeholders about the MTA, the Consultant developed a video (2:30 mins) which was uploaded to youtube.com, and the link (<https://www.youtube.com/watch?v=iPgmeQZHHiU&t=49s>) was shared in the invitation emails to respondents. The Consultant also made a virtual presentation during the National Steering Committee meeting on Tuesday October 27th 2021.

In the absence of input from the Tobago House of Assembly, the Consultant, with the help of the Spotlight Coordinator in TT, was able to speak with an officer from the THA on November 16th, 2021. He spoke about several projects but could not provide any specifics about the Spotlight Initiative in Tobago. He had not attended the NSC. The THA working context was impacted for more than a year by an election outcome of two political parties having the same number of seats, and this in turn hampered communication among the stakeholders.

For the online survey, response rate was at 30% (21/70), which is considered sufficient for meaningful analysis. However, CSO representation in the survey was low. This should therefore be considered while interpreting results.

Certified data measuring progress against the indicators and milestones for 2021 were not available at the time of the evaluation. Qualitative information on activities conducted in 2021 was obtained from the document review, key informant interviews and focus group discussions, but the absence of quality assured monitoring data constitutes a limitation of the assessment. It was not possible to provide a full picture of progress against 2021 milestones and overall targets. When official performance monitoring data from the Global Secretariat for 2021 become available, the findings regarding the achievement of results will be updated.

B. RELEVANCE

1. Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?	<input checked="" type="checkbox"/> Very Good – Good <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>According to the Technical Guidance Note on the Six Pillars of the Spotlight Theory of Change, there are two important principles among the 16 guiding principles of the Spotlight Initiative, which the interventions under the Spotlight Initiative are required to adopt. First, they should have a human-rights based approach, which prioritises the rights, needs and wishes of survivors and recognises everyone's right to dignity, respect, control over their own decisions, confidentiality, non-discrimination, and access to information. Second, considering what is culturally and age-appropriate for the context, the interventions should leave no one behind, embrace inclusion and equality, by recognising the intersecting forms of discrimination and oppression faced by women and girls, that differentiate their experiences and needs. The interventions should build authentic solidarity by using innovative listening techniques with stakeholder groups which are vulnerable to GBV. Additionally, according to the Country Programme Document (CPD) principles of inclusiveness, transparency, accountability, consensus-based decision making, country participation and ownership should be evident in the implementation of the Initiative.</p> <p>From the online survey 81 percent of the respondents strongly agreed that interventions followed the principle of “do no harm”, while 67 percent strongly agreed that the interventions promoted a human rights-based approach consistent with the principle of leaving no one behind. Ninety six percent of the respondents agreed that marginalised and other left behind groups benefitted from the programme ranging from a moderate to a great extent.</p> <p>Among the KII respondents, there was general agreement that beneficiaries of the interventions did not suffer any physical harm. However, during one FGD, some participants reported suffering the effects of vicarious trauma.² These persons had participated in GBV training and were service providers in direct contact with victims and survivors. This revelation generated discussion about the importance of finding ways to support persons in the workplace who may be experiencing such effects. A recommendation from that discussion included having established workplace processes to help reduce the effects of vicarious trauma and secondary trauma.</p> <p>When considering the principle of ‘leaving no one behind’, during the KIIs, respondents identified the limited interventions for migrants and persons with disabilities as these are highly vulnerable groups in the response to GBV. It was also mentioned that more awareness is needed on existing interventions. During the KIIs, when reflecting on the evidence of the principle of ‘leaving no one behind’ in the overall implementation, the responses included the opportunities for capacity building and funding for less established CSOs. Several respondents acknowledged that CSOs who fell in that category, did not have opportunities to improve in their response to VAWG due to administrative constraints that hindered opportunities for funding. The document review showed that nine total organisations that identified as grassroots had received funding under the Initiative.</p>	

² Vicarious trauma is an occupational challenge for people working and volunteering in the fields of victim services, law enforcement, emergency medical services, fire services, and other allied professions, due to their continuous exposure to victims of trauma and violence.

The funding application process for less established CSOs was found to be onerous, and many could not meet the criteria for selection (e.g. bank accounts in the name of the organisation, proposal preparation skills, budget planning or projection skills, formal reports about work undertaken). Additionally, the administrative capacity was overwhelmed by different RUNOs requiring the same information in different formats. The reduced opportunity for less established CSOs led to the perception that the “grassroots” element of the roll out of the Spotlight Initiative was superficial.

Among the respondents to the online survey, almost 86 percent of respondents strongly agreed that the interventions sought to empower women and girls. Just over three-quarters (76 percent) of the respondents strongly agreed that the interventions prioritised confidentiality, safety, respect and non-discrimination. However, only 67 percent strongly agreed that the interventions were gender responsive, accommodating the gender differences among men and women. A similar percentage (67 percent) strongly agreed that the interventions promoted an enabling environment conducive to gender equality promoting zero tolerance and ending impunity. A little over half (57 percent) of the respondents strongly agreed that the interventions were gender transformative promoting equity among men and women to reach their outcomes.

That last finding about gender transformative practices was echoed to varying extents by different stakeholder groups during the KIIs and FGDs. Among the respondents in the KIIs and FGDs, there was an acknowledgement and a recommendation from more than one stakeholder group about the need for the development of interventions for men, because they must be a part of finding a solution to the prevention of VAWG.

Considering the VAWG agenda, a majority (71 percent) of the respondents strongly agreed that the interventions were implemented under a comprehensive approach to tackle violence against women and girls at multiple levels.

Key findings:

- There is strong alignment between the interventions implemented by the TT Spotlight Initiative and the overall Spotlight Initiative principles, in particular in relation to interventions following a human rights-based approach, empowering women and girls, being gender responsive and leaving no one behind.
- There was a perception among KIs that there is a reduced opportunity for less established CSOs to receive funding from the Spotlight Initiative, which further generated a perception among the KII respondents that the “grassroots” element of the roll out of the Spotlight Initiative was superficial as the administrative barriers hindered the participation of many of the grassroots organisations. The document review showed that nine organisations identified as grassroots had received funding under the Initiative.
- FGD participants who were recipients of the GBV sensitisation training, and who were service providers in direct contact with victims and survivors, revealed their lack of preparation to cope with the effects of vicarious trauma.

Recommendations:

- In a potential Phase 2 of the programme, stronger focus should be made on ensuring engagement of men across interventions on VAWG programming
- To further address the ‘leaving no one behind’ principle, the country team should engage more with less established CSOs working with or representing vulnerable groups such as migrants and people with disabilities. Contracting an umbrella organization to support this engagement and at the same time also build the capacity of less established CSOs could be explored.

2A. Are the Initiative’s deliverables aligned with the UN agencies’ mandate, priorities and expertise? Are the right UN agencies involved? 2B. Are programmes implemented in line with the UN System reform?	<input checked="" type="checkbox"/> Very Good – Good			
	<input type="checkbox"/> Problems			
	<input type="checkbox"/> Serious deficiencies			
Are the Initiative’s deliverables aligned with the UN agencies’ mandate and priorities? Are the right UN agencies involved?				
<p>The UN agencies involved in the roll out of the Spotlight Initiative in Trinidad and Tobago are UNICEF, UNDP, UN Women, UNFPA and PAHO. The criteria used for selecting these RUNOs included:</p> <ul style="list-style-type: none">a. Their mandate;³b. Their technical expertise aligned with the Spotlight pillars and priorities for TT;c. Human resource capacities and physical presence in-country and on the ground;d. Past, current, and planned programmes in TT addressing the thematic pillar(s) of the Spotlight Initiative;e. Annual delivery volume in TT (2017 and 2018)f. Experience and capacities in managing (capacity building/ monitoring/ reporting) contracts and agreements and providing funds to CSOs and Government institutions <p>The suitability of the identified RUNOs for the implementation of the Initiative, was described in detail in the Country Programme Document.</p> <p>All the participating RUNOs satisfied the criteria of having mandates aligned with and complementary to the objectives of the Spotlight Initiative. The past and the planned programming of each of the RUNOs was highly relevant to the intended areas of focus for more than one of the 6 pillars of the Project. Each of the RUNOs had human resource capacity and physical presence in Trinidad and Tobago. The technical expertise and opportunities for capacity building they had previously provided, allowed those agencies to build an understanding of the local context and the number and variety of stakeholders working to address VAWG at the level of the national and local government, and at the community level working with CSOs. Some of these agencies had also provided funding to CSOs and other Government institutions and those beneficiaries had built some capacity to monitor and report on funded projects and were sensitised about international standards and practices to address VAWG. It should also be noted that the role of Associated Agencies was considered to be important. For example, it was mentioned that support from the ILO greatly contributed to UNFPA’s efforts in the workplace. The division of labour among the RUNOs is presented in Table 2</p>				
Table 2. Agreed Division of Labour for the Spotlight Initiative				
Outcome / Pillar	Lead Agency or agencies)	Focus of activities	Participating Agencies	Percentage of budget
1. Laws and Policies	UN Women	Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of VAWG and harmful practices are in place and translated into plans	UNICEF UNDP	7%

³ Although this is outlined in the CPD for T&T, according to the Spotlight principles, agencies should be considered based on their capacity and experience, rather than their mandate.

2. Institutions	UN Women	National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors	UNICEF UNFPA	7%
3. Prevention	UNICEF UNFPA	Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent VAWG/ SGBV/HP and promote women and girls' SRHR	UN Women	34%
4. Services	UNDP PAHO	Women and girls who experience VAWG, including SGBV/HP, use available, accessible, acceptable, and quality essential services including for long-term recovery from violence	UNICEF UNFPA	27%
5. Data	UNFPA PAHO	Quality, disaggregated and globally comparable data on different forms of VAWG, including SGBV/HP, collected, analysed and used in line with international standards to inform laws, policies and programmes	UN Women UNICEF	13%
6. Women's Movement	UN Women	Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/ marginalization, more effectively influence and advance progress on GEWE and VAWG, including SGBV/HP	UNICEF	12%

Source: T&T Country Programme Document

Are programmes implemented in line with the UN System reform?

As outlined in the CPD, the UN System reform was meant to “reduce overlaps and fragmentation and pursue a coherent vision of sustainable development at national, regional and global levels”.

The RC and the heads of RUNOs are jointly accountable to the Government and the people of Trinidad and Tobago for the delivery of strategic results of the Country Programme. According to the 2020 Annual Report, the RUNOs have developed and implemented acceleration plans which include consolidation of activities across pillars. The document further outlines how RUNOs have also hosted meetings with IPs to establish linkages and areas for coordination and joint action.

According to the online survey, 76 percent of the respondents agreed that the UN Resident Coordinator effectively steers and oversees the actions in line with the UN System reform, while 57 percent agreed that the RUNOs head of agencies are effectively engaged and supporting the Spotlight Initiative. Among the respondents, 76 percent agreed that the Spotlight Coordination team effectively play their role of coordinating and ensuring collaboration between all stakeholders, while a third (33 percent) agreed that the co-location of the Spotlight Coordination Team in one office leads to greater efficiency.

During the KIIs with the RUNOs, representatives shared some of the challenges they faced working to satisfy the mandates of their individual agencies while working in a coordinated manner with other agencies. Namely, while there is an overall impression that coordination is improving, there is still a tendency to work in silos, and that change will take time. Specifically, stakeholders noted that issues with flow of communication and systems compatibility in terms of financial management and project/programme management tools and techniques are key challenges.

“Programme Officers [who] are accustomed to siloed approaches and [who have received] instructions to expedite implementation, have been working through country mechanisms to encourage collaboration but this can be difficult. Implementing a programme with so many deliverables at an accelerated pace encourages siloes.” [Key informant interview]

“I think it's improving. But I think if there were more dedicated staff to work fully on the spotlight you might have greater coordination.” [Key informant interview]

“We bring back the wins, and the struggles and the challenges to the RUNO’s meeting so we meet regularly, and we do share information and we agreed to work together”. [Key informant interview]

As seen above, KIs yielded mixed responses about the One UN system. While some respondents noted the attempt by the RUNOs to coordinate and harmonise their efforts, others felt the pressure of “micromanagement”. There was a perception that some officers (agencies) were more concerned about meeting their deadlines than about the challenges of persons implementing the various Project activities.

Key findings:

- The mandates, experiences and expertise of the UNDP, UN Women, UNFPA, UNICEF and PAHO are well aligned with the outcomes of the Spotlight Initiative and the responsibilities assigned to each agency in the T&T Spotlight Initiative country programme.
- The actions suggested for the UN reform were applied in the implementation of the Spotlight Initiative in Trinidad and Tobago. Nevertheless, there are still some challenges, especially in regard to adjusting to the processes and procedures of the different agencies.

Recommendations:

- RUNOS should continue to focus on harmonisation of processes and procedures in order to ensure adequate operationalisation of the programme in line with the UN reform principles. Consider raising awareness and communicating more clearly about the UN reform principles and one UN system among the stakeholders of the TT Spotlight Initiative, to ensure further buy-in and support for delivering as one UN.

3. Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?

☒ Very Good – Good

☐ Problems

☐ Serious deficiencies

From the situational assessment completed for Trinidad and Tobago, the country is a signatory to a number of human rights ⁴conventions, and steps have been taken to eliminate discrimination from laws, “with the notable exception of discrimination based on sexual orientation.” ⁵ The issues identified in the assessment aligned with those illuminated by the Spotlight Initiative as a highly concerning global problem.

For the implementation of the six-pillar intervention model, countries were advised to carefully consider their contextual dynamics to identify stakeholders, create the design, formulate the execution of activities and the engagement of stakeholders to participate.

In Trinidad and Tobago, five⁶ consultations with different groups of stakeholders were held during the design phase to understand their priorities for the Initiative, to learn about their interests and how they

⁴ Trinidad and Tobago is a signatory to Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women

⁵ Country Programme Document, p. 13

⁶ 1: Government (Office of the Prime Minister- Gender and Child Affairs Division); 2: Government (Ministry of Planning and Development); 3: 1st Multi-stakeholder meeting (EU, UN agencies, Government, Civil Society, International Donor Agencies, Private Sector); 4: Validation Meeting (Ministry of Planning and Development); 5: Validation Meeting (Office of the Prime, Gender and Child Affairs)

could contribute to the Initiative. The recurring themes in the many recommendations were coordination, integration and quality, and were in four broad focal areas:

- Improving, coordinating and integrating service provision (health, policing, justice administration, housing)
- Strengthening institutions (health, legal, staff qualifications)
- The collection of quality data and more research
- Continuous public education campaigns – prevention of VAWG

Those initial consultations informed the final design of the country programme, with the planned allocation of resources as follows: prevention (33 percent) and services (28 percent), women's movement and civil society (14 percent), data and surveillance strengthening (10 percent), institution strengthening (8 percent), updating and further development of laws and policies that address gender-based violence (7 percent). According to the document review and KIIs, the country programme responds to the needs of the stakeholders who were consulted during the design phase.

Women's organisations and CSOs were expected to deliver 53 percent of the resources dedicated to outcomes 1-5 of the Project. In the design phase of the project, an Interim Civil Society Reference Group was established to assist with garnering the participation of national and community-based CSOs in the Project. The strategies used by the Interim CS-NRG to bring in other CSOs especially at the grassroots level were not found in the document review, neither confirmed by KIIs. The CPD stated that CSOs were important for the implementation of the Initiative because of their skill sets and community knowledge, and through the Spotlight Initiative they were expected to be the key implementers of various activities for the six pillars of the Initiative.

The current members of the CS-NRG were not members of the Interim CS-NRG. As a result, and according to KIIs, the current members were not a part of the design process and while connected to what the Initiative addresses, they were overwhelmed by the required mandate of the group. Women's organisations and CSOs are both beneficiaries and implementers under the project and this has caused some anxiety on their part, as the criteria for selection and distinction between these two groups are not always clear. The Reference Group was supposed to provide a structured platform of equal participation of CSOs in the programme governance, which was also questioned during the KIIs, and there was the perception of CS-NRG just "rubber stamping" decisions already made. The time commitment required to do the work of the CS-NRG was found to be burdensome and was identified by respondents as a faulty design issue.

From the KIIs, varied perceptions were shared about the involvement of the CSOs. First, key informants understood the importance of involving the grassroots organisations, including helping those who are not established to become fully formed, registered entities. One key informant explained as follows:

"I see value in ... building capacity to some extent, so that these organizations can now apply for grant on their own and include their voices in the process of activities on the ground." [Key informant interview]

That stated, working with small organisations was reported to come with challenges. As mentioned in Q1, many grassroots organisations did not have adequate experience and could not work within the structure required. This led to engagement with more established NGOs, so that "little groups on the ground" felt minimal impact from the Initiative. There was also a perceived inequity on the part of KIIs about the CSOs' ability to access resources due to administrative barriers and some doubts as to whether grassroots organisations were being reached.

“I think the Spotlight tried to work with so many NGOs so that the pie was split into so many pieces. So, while on the one hand we can boast and say the spotlight is working with 1000 NGOs, the level of support to each of those NGOs is what comes into question and that also contributes to the availability of resources.” [Key informant interview]

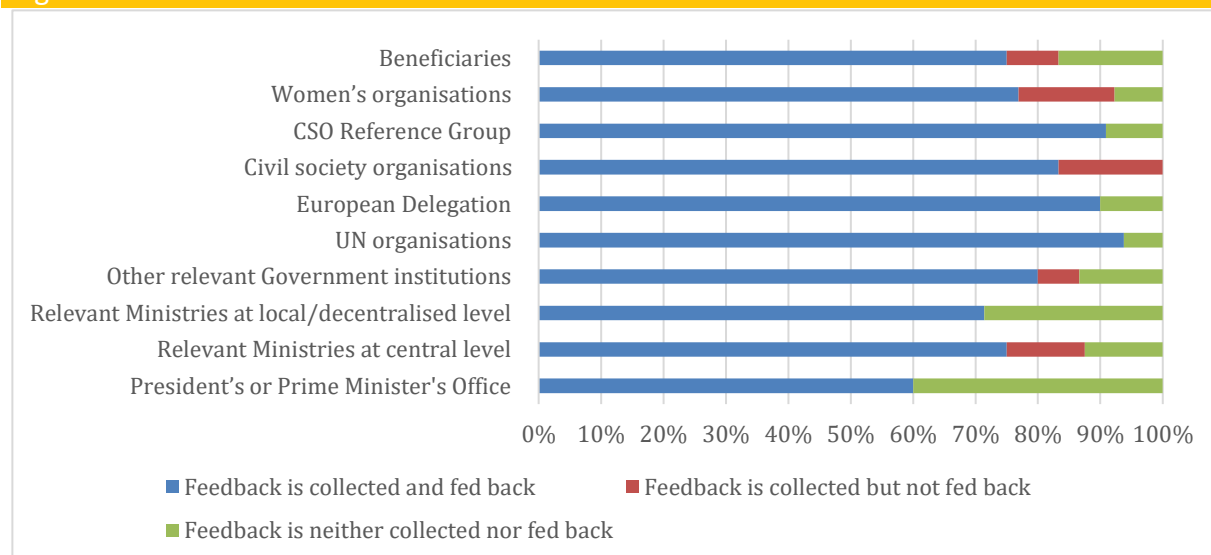
“The word grassroots is being bandied about under the spotlight initiative, but there seems to be a disconnect between the RUNOs and connecting with those grassroots, NGOs and community-based organisations that are actually doing the work on the ground.” [Key informant interview]

Based on the Annual Report 2020 there was meaningful engagement of civil society, the UN and the EU during consultations held during the development of the Country Programme as well as during the implementation period. Meetings are held regularly, including monthly, Technical Coordination-Unit meetings, quarterly Operational Steering Committee meetings, bimonthly CS-NRG meetings, and biannual National Steering Committee meetings. That stated, key informants (KIs) felt that there were challenges during the initial buy-in process at the grassroots level. In response to engagement efforts, one KI for example, expressed frustration with the lack of understanding of how CSOs work in communities. Specifically, there was frustration regarding the lack of understanding on “what it takes and how long it takes” to make progress and see change, especially as reflected in the M&E framework, which expects quick results.

According to the online survey, 81 percent of respondents found the Initiative promoted inclusiveness, transparency, and accountability to “considerable extent” or to a “great extent”, while 76 percent found that there was consensus-based decision making. These results contradict the perspectives shared by the CSOs during KIIs. The network of CSOs is broader than the CS-NRG and this may account for the differences in perceptions seen in the results.

Online survey respondents reported that satisfaction and user feedback is collected and fed back to stakeholders to varying degrees. This ranged from 94 percent with UN organisations to 60 percent with the president’s/prime minister’s office⁷.

Figure 1. Feedback collected and shared with stakeholders



⁷ The text in the online survey states “president’s or prime minister’s office”. It was reported that the programme does not have an established relationship with the Office of the President of T&T. It is possible that respondents were referring to the Office of the Prime Minister for the Gender and Child Affairs Division, but it is not possible to determine individual interpretations of this question.

Source: Online survey

Key findings:

- A consultative process and a participatory approach were adopted to design the Spotlight Initiative to respond to needs of the target groups/end beneficiaries in Trinidad and Tobago.
- The RUNOs and CSOs differ in their perceptions about CSO engagement in the Spotlight Initiative.
- While according to the online survey feedback is collected and fed back, this was less evident from document review and key informant interviews.

Recommendations:

- As per the recommendation made in Q1, the country team should engage more with less established CSOs working with or representing vulnerable groups such as migrants and people with disabilities. Contracting an umbrella organization to support this engagement and at the same time also build the capacity of less established CSOs could be explored.
- Collecting user feedback is a critical part of the monitoring and improvement of any intervention. Assessing the needs associated with an effectively run feedback system should be seen as a priority during the design of Phase 2. Consideration could be given, for example, to collecting feedback during operational and NSC meetings.

4. Do all key stakeholders still demonstrate effective commitment (ownership) and deliver accordingly?

☒ Very Good – Good

☐ Problems

☐ Serious deficiencies

Government

The Government has had a key role to play in the Spotlight Initiative and into working to end GBV within the country. Government's commitment is demonstrated in the following ways. In the Office of the Prime Minister – Gender and Child Affairs, there are plans to create a new Gender Affairs Coordinator position. The management of the DV Hotline and the Central Registry on Domestic Violence remain priorities. In the Ministry of Health, a special committee in MOH was appointed by the CMO to work on Spotlight activities. They have contributed to the design of a GBV HIMS and reviewed the draft data collection tool. A committee has been formed to examine the case management coordination within the TTPS (Child Protection Unit and Victim and Witness Support Unit) to respond to family violence. The review and update of the National Strategic Plan on GBV is in progress, the technical costing is still to be done. A draft report on the implementation gaps of the DV Act was completed. Further, the assessment of National Family Services and GBV Case Management which was guided by a multi-stakeholder committee, which is a Sub-Committee of the Cabinet-appointed committee on GBV.

“We are now seeing the government move. That realization was always there, the willingness was there, but now they're actually [...]moving into establishing this as part of their ministerial budgets (and they're clearly making moves that in different ministries they're trying to accommodate certain elements in their budgets, which then is continuity” [Key informant interview]

That stated, the government has faced challenges, including experiencing staff shortages, having to redirect resources to respond to the COVID-19 pandemic, and experiencing sometimes lengthy approval processes, all of which has slowed progress on the finalisation of outputs. The types of delays faced by the Government and the bottlenecks and challenges encountered by the project are fully detailed in question

9. Key informants expressed frustration towards government representatives who attended meetings and made no contribution or seemed unaware of planned activities that had already been communicated with them. Stakeholders also questioned how communication flows within the government system.

The issue of government timelines for approval of documents not matching Spotlight Project timelines has the potential to derail some of the gains made under the Project.

On the part of the Government, it was reported that resistance was encountered from parents' groups and faith-based groups to implement the HFLE curriculum.

"I've seen manuals be produced, manuals to train police, manuals to train healthcare workers [...] The issue isn't the content, we have excellent content when it comes to health and family life education in the curriculum right. I feel like [...] if somebody truly understood the terrain of HFLE and [what] that meant, or [what] was existing, [then they] would have put more resources in advocacy and engaging the Ministry of Education to invest and to be held accountable for why the curriculum isn't used, [and why it] isn't seen as a way to empower, and show young people their rights and their responsibilities as it comes to health and violence, etc." [Key informant interview]

EU Delegation (EUD)

The EU contributed 3,700,000 USD (82 percent approximately) to Phase 1 of the Spotlight Initiative in Trinidad and Tobago. The Ambassador to the delegation retired in 2020 after the beginning of the COVID-19 pandemic and that position was not filled until July 2021. The EUD was represented by the Programme Manager at meetings of the National Steering Committee, the Operational Steering Committee, and other meetings with key stakeholders.

The visibility of the EUD was decreased during the absence of an appointed Ambassador, as joint public statements could not be made with the UN RCO. The perception among stakeholders that the Initiative was being fully funded by the UN grew during that period, as well as the perception that the Initiative was a UN project and not a project of the Government of Trinidad and Tobago, because UN agencies were leading project activities.

The Spotlight Coordinator was aware that visibility was raised as a concern by the EUD and provided the explanation that the project did not have the resources for regular TV media engagement. That stated, visibility often goes beyond TV media engagement to include such efforts as logos, branding, social media, etc. It was also mentioned that visibility was also tied to the late implementation of project activities, which were delayed due to COVID-19. With regards to communications, most of the budget went to the UNFPA and UNICEF, and UNFPA has now brought on an IP for a massive communications campaign, which should address the EUD concerns.

The EUD is concerned about the sustainability of the Initiative given a perceived lack of ownership by the Government to address the VAWG and achieve transformative change in the areas of gender equity and gender justice (KIIs). Furthermore, they are also concerned about the limited capacity of CSOs to abide by the UN and EU procurement rules. Despite these concerns, the EUD is committed to providing support of the Project because of the need for the Initiative in the country.

"I know that our EU representative has played a big role in advocacy for the program, and for collaboration for ownership from the government, and collaboration among the RUNOs as well as a different stakeholder so she is very much participating and engaging, for instance, at all the national steering committee meetings." [Key informant interview]

UN Agencies

UN agencies provided 815,210 USD (18 percent approximately) of the funding for the Trinidad and Tobago Programme. They have led and continue to lead all the activities across the six pillars. Most have been able to implement or continue activities which support or enhance work already done by their individual agencies. The commitment of the agencies was first shown in the strong alignment between the Country Programme and national strategies, policies, and plans.

Evidence of commitment has come from the engagement of associated UN agencies with specialised expertise. As described in the 2020 Annual Report, “the International Labour Organisation was engaged to support the implementation of the study on the economic cost of family violence to the workplace in support of the achievement of outcome 2; in the prevention and awareness activities within the workplace in support of achieving outcome 3; and in the development of a catalogue of services for economic empowerment for women subject to or at risk of family violence in the achievement of outcome 4”. Engagement with the UNHCR has allowed migrants as a vulnerable population to be beneficiaries under the Spotlight Initiative. Engagement with the UN Economic Commission for Latin America (UN ECLAC) has provided essential “support to complete the economic costs study under Outcome 2”. With the support of these agencies, the programme in Trinidad and Tobago was able to gain access to additional resources under the UN system to improve the quality of its delivery.

Civil Society

From the KIIs, commitment of civil society to service provision for survivors of VAWG and FV is clear. However, there are issues with the processes used to gain their buy-in for the Spotlight Initiative, and there is a need for them to work and be accountable using UN processes. While CSOs accepted the goals being pursued by the project, they are also aware that more time than the three-year window will be needed to change the cultural norms around addressing VAWG.

“It's a process that takes time because you're looking at something that engrained you're looking at behaviour change, but behaviour change cannot be pinned, you know and restricted to a three-year period. It means that I think you have to revisit your expectations and revisit what you're hoping to, what you're expecting your implementing partners to do, to deliver.” [Key informant interview]

From the Annual 2020 Report, individual members of the CS-NRG participated in the process with the MOH to develop an electronic medical history form for use by front line health service providers, provided recommendations to increase civil society engagement, and were invited to be a part of interagency missions to the communities.

The role of the CS-NRG as explained in the Country Programme Document was essential to mobilise members of the CSO network. From the KIIs and document review, this CS-NRG experienced some challenges to organise meetings and fulfil the duties of the advisory role.

Key findings:

- There is evidence of commitment to address VAWG and FV among Government Agencies. However, the leadership by the government was impacted by concerns of backlash (e.g. from FBOs for the HFLE curricula and human resource capacity staff turnover, bureaucracy – an approval process which crosses divisions or Ministries. There have been concerns that Government representatives attend meetings, but do not actively contribute to the meeting agenda and outcomes.
- The EU Delegation is committed to the Project and has been advocating for its ownership among the government agencies.

- The ownership of UN Agencies is evident in their continued leadership of activities across the pillars. Their commitment is evident in their efforts to improve the overall programming.
- The commitment to addressing the impact of VAWG and FV is high among civil society, the ownership of the processes under this Project is low because of limited capacity coupled with administrative barriers.

Recommendations:

- Create an accountability framework for partnerships, ensuring consensus and commitment from relevant parties. Include the obligations, participation, and reporting requirements (e.g., meeting attendance, response to decisions, feedback on commitments).
- Ensure that communication about the Spotlight Initiative is inclusive of all its main actors, including the Government of Trinidad and Tobago and the EU.

5. Is the programme Theory of Change well developed? Are the indicators to measure results well defined and relevant to measure the achievement of the objectives in line with the ToC?

☒ Very Good – Good

☐ Problems

☐ Serious deficiencies

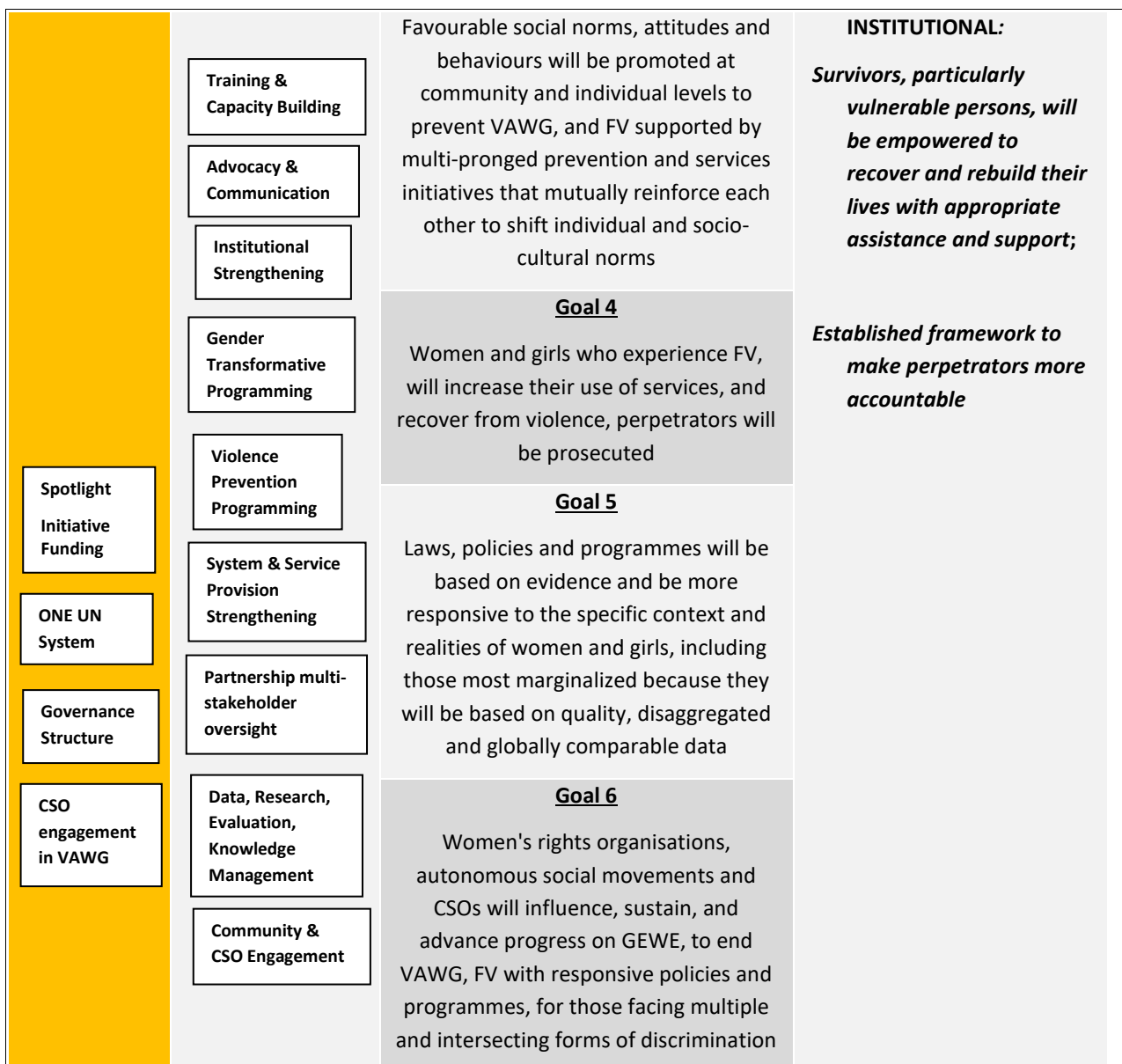
Is the programme Theory of Change well developed?

The Theory of Change (ToC) is well developed and adequately covers the six outcome areas. Assumptions are meaningful and relevant and align well with the defined activities. The main challenge with the ToC is its ambitious nature in terms of expected outcomes within a relatively short timeframe.

From the document review, Figure 2 was created to depict the overall ToC embraced in the country programme. Funding is the main enabling factor, but the implementation of the One UN system facilitates the maximization of resources. The governance structure established roles and accountabilities. The CSO network provided access to the national and community organisations to build their capacity, and to foster partnerships to improve the support to the end beneficiaries.

Table 3. Trinidad and Tobago Spotlight Initiative Theory of Change

Enablers	Change Strategies	Medium Term Results (2023 Goals)	Impact
		<u>Goal 1</u> Effectively implemented legislative and policy frameworks address impunity and provide for coordinated action, including in the areas of prevention, services and data collection	CULTURAL: <i>Substantial and sustainable reduction of family violence, leading to its elimination</i>
		<u>Goal 2</u> Institutions will develop, coordinate and implement programmes that integrate the elimination of FV, with adequate capacity, funding, political engagement and leadership to sustainably address FV	<i>Boys and men will have alternative models of positive masculinities;</i> <i>Women and girls will live free of family violence</i>
		<u>Goal 3</u>	



Source: Consultant elaboration from Country Programme Document

The 9 change strategies are utilised with stakeholders for different activities implemented across the six pillars. The six results are expected by the year 2023. The impact identifies the longer-term results and these were categorised into institutional and cultural changes.

Are the indicators to measure the results well defined and relevant to the measure of achievement of the objectives in line with the ToC?

The country programme for Trinidad and Tobago utilizes 17 outcome indicators and 31 output indicators from the global Spotlight Initiative Results Framework to facilitate global aggregation and reporting. Having indicators to choose from was a good thing according to the Spotlight Team. That stated, fitting the TT Programme and its activities into the six pillars under the already determined indicators was challenging. The Spotlight Initiative funding allowed UN and Government agencies to continue their mandates and further progress on projects already being carried out. While this was appreciated, it was not always straightforward to reframe those interventions under the six pillars and indicators.

The communications between the Spotlight Secretariat and the local team to navigate the Results Framework was always supportive, and the local team was encouraged to provide comments to explain what they were measuring.

The Programme Results Matrix identified the data sources which are utilized to collect the data. There is very good alignment with the ToC.

“The ToC guides everything we do. Even when we have a programmatic revision, the discussion is does this fit our theory of change, when we are doing all the deliverables across all the agencies does this fit what we are trying to accomplish.” [Key informant interview]

During the KII, the country team described the indicators as not fully capturing the breadth of the work undertaken. The team has engaged in informal discussions about developing additional indicators to capture more of the “voices”.

Are data for the chosen indicators accessible and have data been collected for all indicators?

Performance data were only available for 2020, so the MTA only considered these to respond to this question. As described earlier in the report data for one indicator may need to be tracked, especially if more than one data source is being used. Generally, data has been available for chosen indicators. Exceptions include the following:

- Output -2.1.1 - Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG including family violence, including for those groups of women and girls facing multiple and intersecting forms of discrimination. *Comment: While GBV training was completed with the Judiciary, Trinidad and Tobago Police Service, HCWs, Trade Unions and Private Sector organisations, and workplace policies were developed, the adoption and establishment of relevant strategies, plans and/or programmes have not occurred.*
- Output -3.1.3 - Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination. *Comment: A revised HFLE curriculum was completed and has been with the Ministry of Education for one year. Activities to provide data for this indicator are delayed.*

Further, the targets for the following indicators were not attained:

- Outcome indicator 4.1 – Proportion of women including those facing intersecting and multiple forms of discrimination who report experiencing physical or sexual violence who seek help by sector

Key findings:

- The Trinidad and Tobago Project has a well-defined ToC with relevant assumptions.
- From the available performance data for 2020, most indicators have data available, with a few exceptions.

Recommendations:

- It is recommended to the Global Spotlight Initiative Secretariat, that if countries have successfully developed and used relevant qualitative and quantitative indicators which facilitate reporting on the global indicators, that this information is used to reformulate indicators at the global level in dialogue with the countries who are currently using those indicators.

<p>6A. BEFORE COVID-19: Have all relevant circumstances and risks been taken into account to update the intervention logic? If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?</p> <p>6B. AFTER COVID-19: What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?</p>	<div> <input checked="" type="checkbox"/> Very Good – Good </div> <div> <input type="checkbox"/> Problems </div> <div> <input type="checkbox"/> Serious deficiencies </div>
<p>Before COVID-19</p> <p>The programme was launched in May 2020 prior to the September 2020 general elections. Correctly, the “reversals in priority initiatives in the face of elections”⁸ were viewed as a high contextual risk which would have an extreme impact on the programme, should the government change. To mitigate this from the design stage, the country programme was aligned to national policies and plans. The election results saw no change in government, and the likelihood of this risk therefore decreased.</p> <p>Before COVID 19, the lengthy time to set up the project mechanisms was not identified as a risk either within the UN System or within the Government of Trinidad and Tobago systems. The second set back were delays in the recruitment of within the SCU which was anticipated as a programmatic risk after implementation began, but which impacted the project in the first year causing more delay. The third setback was the delay in funding approval. The following are excerpts from the KIIs.</p> <p><i>“The design did not consider the significant period needed for the establishment of governance structures and collaborative mechanisms. Funding [...] and government Cabinet approval for the programme was not given [on time]. Additional delays related to UN procurement processes and the recruitment of the coordination unit and focal points within specific agencies.” [Key informant interview]</i></p> <p>The risk matrix in the country programme document listed relevant contextual, programmatic, institutional, and fiduciary risks that would have different levels of impact on the project. Prior to COVID-19, desired outcomes such as the implementation of the HFLE curriculum, were already at risk due to the “deeply entrenched harmful and inequitable social norms resistant to change”. One KI described the HFLE as “dead in the water but worthy of trying” as pushback was expected from parents’ groups and faith leaders.</p> <p>While the benefits of the One UN system were described, programmatic risks associated with agencies not meeting the targets in key performance indicators (KPIs), or the negative impact on individual staff performance ratings because inter-agency cooperation caused them to deviate from the mandate of their individual agencies, were not initially considered.</p> <p>KIIs shared that during the introduction to the global programme and the design process for this country programme, they had already expressed their concerns about the duration of the Project. Three years was considered too short to achieve the desired changes especially for outcome 1 – legislation, outcome 2 – institutional strengthening, outcome 4 – service co-ordination, outcome 5 – data collection and management and outcome 6 - and the women’s movement. RUNOs had to learn how to collaborate for joint monitoring, procurement, and research, and that was a challenge for them. Further, while the benefits of the One UN system were accepted, the programmatic risks associated with individual agencies</p>	

⁸ Table 14 – Risk Management Matrix – TT Country Programme Document (p. 90)

not meeting the targets in KPIs, or the negative impact on individual staff performance ratings because of inter-agency cooperation, were not initially considered.

Many KIs shared that the three-year window was too short to achieve all the project outcomes. They also shared that it was unrealistic to expect implementation to continue in the virtual format and expect the same outputs as with face-to-face engagement. The outcomes around capacity building for the CSOs would have to be revisited with a shortened period.

“The Programme is overly ambitious and too wide in scope for such a short timeframe especially given the extensive period of time required to work both with Government and CSOs that have in many cases limited capacity.” [Key informant interview]

Another risk not identified in the matrix was that of IPs not being properly vetted to participate in the Initiative. This Project experienced having to cut ties with an IP who was facing accusations for the same problem that the Project is working to address. This must be a consideration for project planning as the Project moves forward.

After the start of COVID-19

The entire project delivery had to pivot to virtual implementation as lockdown measures were imposed from March 2020. Some government agencies did not have the infrastructure to facilitate working from home, so the approval processes became slower. The likelihood for the bureaucratic bottlenecks was high and the impact of these bottle necks from the government’s side was felt immediately. Further, it was necessary for the programme design to change significantly due to the impact of COVID-19 on the scope of activities; however, the baselines remained the same and this further contributed to perceived delays in implementation and achievement against per planned outputs/objectives.

As identified in question 4 and further elaborated on in question 9, the government did not have the available human resource capacity to fully support the local programme. According to KIIs, the high impact programmatic risk of “acquired capacity and knowledge not translated into transformative action by civil society” is applicable to all government personnel who receive training under the Project. During KIIs, training workers described returning to work environments that did not support and value the desired changes necessary for the desired transformation to occur. The work environment must develop suitable policies to support change and the required actions of employees. Many KIs suggested that if the government does not take up the leadership role, the service provision aspect of the Project will suffer, the medium level programmatic risk will cause a greater impact as services will not be available due to a lack of resources. The government is responsible for the Domestic Violence Registry and other GBV data collection systems and must lead on using evidence-based decision making to improve institutional and governance structures.

Finally, the medium risk of institutions lacking the authority to make decisions on project implementation must be addressed. While the solution developed during the design phase, focused on the buy-in through the Ministry of National Security, if the government is to benefit more fully from development funds, within the institutions involved in the implementation, leaders and key personnel must be empowered to act to move the project forward. Government personnel must be prepared for such meetings, knowing the mandates of their agencies and the regulations of the government system.

The following comments from the KIs are categorised into risks.

Contextual – A change in the implementation context

“COVID-19 has brought unprecedented challenges with program implementation, which has affected budgetary consideration, and the need to pivot some activities to be able to meet

deliverables, and the spotlight team and specifically because we are implementing partner for the UNFPA.” [Key informant interview]

Contextual – Beneficiary group not available

“Our target group is Police Officers who head these youth groups - these officers are also in high demand as first responders. In addition quite many officers succumbed to the virus, this also impacted on our work, the youth not able to attend school also impacted our work.” [Key informant interview]

Programmatic – The pre-operational phase not factored into the schedule

“The initial project design for Pillar 5 did not take into account the amount of time necessary to conduct some of the technical work necessary to set up a health information system, e.g., data collection instruments aligned with best practice and practical to use in the local context, instructional tools, assessment of IT capacity, computer programming, work with stakeholders to operationalise the system and training/ technical support.” [Key informant interview]

Institutional – Focus is on the operations or rules within an institution

“Administrative delays related to the approvals for the Initiative. Activities which should have been undertaken face to face were converted to virtual and this may have reduced impact. Certain projects could not be undertaken given the COVID-19 environment. These are identified in the report.” [Key informant interview]

Key findings:

- The Trinidad and Tobago programme has identified relevant contextual, programmatic, operational, and fiduciary risks and mitigation measures.
- While the benefits of the One UN system were accepted, the risks associated with agencies not meeting the targets in KPIs, or the negative impact on individual staff performance ratings because of inter-agency cooperation, were not considered as a programmatic risk.
- While the COVID-19 pandemic has caused some delays, at this time the institutional (government system) delays are having a greater negative impact.
- The medium risk of institutions lacking the authority to make decisions on project implementation is evident in the government officials who attend meetings but are not empowered to make any commitment to action to move the project forward.

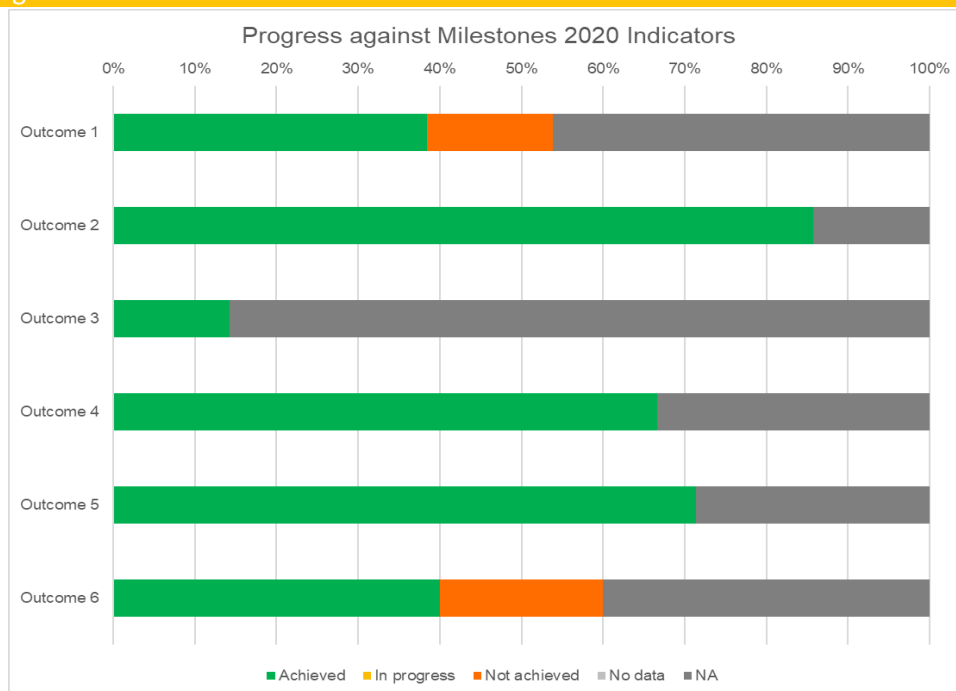
Recommendations:

- Review the risk matrix to include contextual risks related to situations of health, climate, or political crises
- To monitor the risk related to contracting CSO IPs that may have affiliations with persons or members accused of GBV and/or in violation of women’s rights, we recommend to add it to the risk register and identify mitigative measures to address potential consequences. This will help to avoid contracting CSO IPs that are accused of issues that the programme aims to address, as noted in the main text above.
- For the Trinidad and Tobago context the lack of authority by key government institutions to make timely decisions on project implementation should be recategorized as a high-level risk, likely to occur (4) and the impact raised to extreme (5). Leaders and key personnel from the Government must be empowered to act to move the project forward. Government personnel must be prepared for such meetings, knowing the mandates of their agencies and the regulations of the government system.

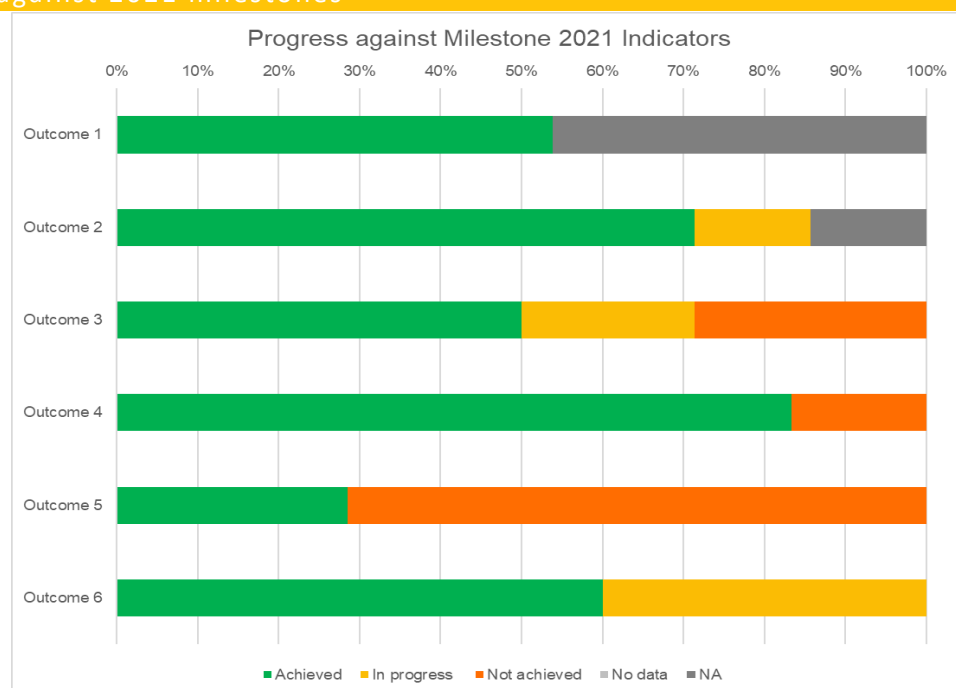
C. EFFECTIVENESS

7. To what extent has progress towards output targets been achieved? Is the quality of the outputs satisfactory?	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>Achievement of results against the approved workplan</p> <p>According to the global performance monitoring data provided to the MTA by the Spotlight Initiative Secretariat, the Trinidad and Tobago Spotlight programme monitors and reports on 17 outcome indicators and 31 output indicators from the global Spotlight Initiative Results Framework. They are aligned with the 13 outputs included in the approved workplan. This question focuses on a quantitative review of progress against output targets. Qualitative information on progress of activities for each outcome were collected in interviews and are presented in response to question 8.</p> <p>We have analysed progress against the results framework for 2020 (Year 1) and 2021 (Year 2) - obtained from the SMART platform through the Spotlight Initiative Secretariat. In 2020, several milestones were set to zero (especially under Outcome 3, for example) and progress on those outputs was not expected or planned for the year. The analysis reveals satisfactory achievement for Outcomes 2, 4 and 5 at over 60% for 2020. On the other hand, low achievement was seen for Outcome 5 in 2021 (less than 30%), while outcomes 2 and 4 continued to see satisfactory achievement (over 70%) in addition to outcome 6 (60%). This change in results under Outcome 5 can be explained by delays experienced in achieving milestones for 2021 (see question 8). Delays were attributed to challenges facing the government, including staff shortages, redirection of resources due to COVID-19 and slow and lengthy approval processes.</p> <p>Graphs 4 and 5 below summarise for each result the percentage of outcome and output indicators that were fully achieved (green), ongoing (more than 50% achieved, yellow) and not achieved (less than 50% achieved, orange) and those for which no data was available or not applicable (NA) because there was no milestone for the year (grey colour). The overview of the achievements is available in annex 5</p>	

Progress against 2020 milestones



Progress against 2021 milestones



Is the quality of outputs satisfactory?

The document review on a selection of outputs prepared by the Spotlight Initiative indicate that outputs were generally of high quality. The KIIs and FGDs also confirmed that beneficiaries were satisfied with the quality of the GBV sensitization training, while IPs and small grant recipients, were satisfied with the outputs they had accomplished thus far. The remaining KIIs provided responses in the same vein.

Key findings:

- The Spotlight Initiative CP has made good progress against the indicators especially on outcomes 2, 4 and 5 in 2020 and 2, 4 and 6 in 2021. Some outcomes, such as outcome 5, faced delays in achieving milestones due to challenges facing government IPs.
- The qualitative data collected through the KIIs and the FGDs indicated a general sense of quality and satisfaction with the programme's outputs.

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

Generally, respondents to the KIIs held the perception that while many of the activities under the 6 pillars could be completed in three years, three years was not enough to achieve the desired change to a behaviour that is commonplace in Trinidad and Tobago. The 2017 National Women Health Survey for Trinidad and Tobago stated that “one in three women and girls in unions experience abuse of which 29% were victims of a combination of physical and sexual assaults”.

To address VAWG, the multi-pronged approach of the Spotlight model is designed to provide a supportive environment to facilitate changes at the national, institutional, community and individual levels. To achieve the desired changes, some action is required to improve the technical coordination of the ONE UN system, the engagement of CSOs and the accountability of partners.

The response to this question was developed from the review of the 2020 Annual Report, the Results Matrix and Theory of Change in the Country Programme Document, KIIs, Spotlight Promising Practices and Snapshot of TT Country Programme, Annual Workplan 2020-2021, the workplans of the RUNOs for this Project 2020-2021, workplan of the Programme Co-ordinator for 2020-2021. The findings are compiled in Table 2.

Table 4. Key achievements and obstacles per Pillar

Pillars	Key interventions and achievements	Actions arising/obstacles to address in Phase 11
Outcome 1	Child policy digitised with digital monitoring framework established SRH policy adopted	DV Act: The additional reform under Spotlight is further delayed as the Consultant has not completed the study on the assessment of the DV Act and its implementation within the courts The National Strategic Action Plan on gender-based violence has not been approved or adopted; it was sitting before Parliament the last few years, and the validity of the plan ended in 2020. Costing exercise for updated plan is in progress.
Outcome 2	<u>Strengthening Institutions</u> Due diligence standards for the police and gender responsive police training, as well as the adaptation of the general principles for the judiciary and similarly some additional training on GBV sensitisation are ongoing. Training judges, judicial officers and judicial staff completed	Training of TTPs officers is delayed because access to personnel is limited because of their role as essential personnel in the COVID-19 response The process to integrate a FV strategy into local government programming is delayed for reasons such as minimal human resource capacity. While the engagement of CSOs has always been a part of the work of the THA, that is not the same

	<p>A meeting was held to review the procedures for the new case management system for the coordinated response of the Children's Authority, TTPS, CPU and VWSU.</p> <p>An assessment of GBV case management systems, the development of SOPs working directly with the National Family Services Division, and the Ministry of Social Development and Family Services is ongoing to inform and improve the case management system that responds to violence.</p> <p>Members of the police service, including the GBV unit, were engaged in consultations.</p>	<p>with the Tunapuna/Piarco and Rio Claro/Mayaro Regional Corporations. Even so, time is needed to establish structured partnerships and accountability frameworks to monitor the work being undertaken and to measure the progress made to achieve the desired outcomes.</p>
Outcome 3	<p><u>Prevention</u></p> <p>Sensitization activities included the development of social media campaigns and TV ads, the RC participated in TV interviews.</p> <p>The Foundations Programme was rolled out and over 950 youth from the Police Youth Clubs were engaged.</p> <p>The National Trade Union Centre of (NATUC) of Trinidad and Tobago and the Employers Consultative Association engaged as IPs in</p> <p>GBV sensitization activities for over 20 trade unions and 86 private companies, respectively. Additionally, each organisation developed workplace policies on sexual harassment and GBV and have started developing a joint policy.</p> <p>CHAMPS has been relaunched to incorporate GBV and is implemented by the Family Planning Association of Trinidad and Tobago with over 100 participants from the communities including parents, adult caregivers and young people to harness skill sets and communication as a preventative measure for violence, for family violence.</p> <p>The instrumental study on social norms relating to violence against children was completed and a communications campaign to address same has launched.</p>	<p>The HFLE revised curriculum has been with the Ministry of Education for over a year. Family violence should have been incorporated, and then teachers trained, but the Ministry of Education only provided feedback in December 2021, delaying the project significantly. There is a new Minister, new PS, new Chief Education Officer, a new head of curriculum. Though the government did not change, the Spotlight Initiative has not been able to secure the attention of the new leadership of the Ministry of Education with regards to the HFLE curriculum. There is a new UNICEF officer who is seeking to have an audience with key decision makers in the Ministry. The delay providing a review of the curriculum is deemed to be associated with the expected negative reaction from parents' groups, religious and faith-based groups determining whether the content is age-appropriate, ascertaining if the school would be taking away the roles and rights of parents, responding to the differing beliefs among faith-based and religious groups, and avoiding a political backlash which would signal disfavour with the government.</p>
Outcome 4	<p><u>Co-ordinated Services</u></p> <p>The clinical and policy guidelines on IPV and sexual violence as a whole guiding framework for health care in this area, is being finalised. Between four and six people</p>	<p>The delays experienced by activities planned under this pillar during Phase 1 were for the most part caused by the COVID-19 pandemic. The government at large, but the health sector in particular, had to shift their attention from other priorities to focus on</p>

	<p>from each of the 5 RHAs attended training and these persons are being supported to roll out training with at least 50 people in each of their RHAs. So, so far, three of the RHAs have completed that with over 130+ beneficiaries of that training</p> <p>A catalogue of services for economic empowerment was developed by the Arthur Lok Jack School of Business. It was translated into Spanish, and will also be translated into Braille.</p> <p>Under the Spotlight Initiative, government personnel from the Ministry of Health benefitted from training under Pillar 4 - human resource capacity strengthening. A special committee of MOH personnel was appointed by the Chief Medical Officer with members who have expertise in clinical care for survivors of violence, health promotion, research, communications and information technology. MOH personnel also reviewed and revised the draft data collection instrument for the GBV – HIMS under Pillar 5. Like other countries around the world, Trinidad and Tobago were impacted by the COVID-19 pandemic. Some training was delayed.</p> <p>Creation of a bilingual hotline and psychosocial services in Tobago, benefiting over 130 survivors.</p> <p>Informational items – brochures, notebooks, and posters, etc. providing advice on how to provide quality of care for GBV survivors were distributed to HCWs and policymakers and communities during 16 days of activism, the impact of which has to be assessed.</p>	<p>the pandemic. PAHO, one of the lead agencies for this pillar, has been playing an instrumental role supporting the government's response to the pandemic since the very beginning.</p> <p>Conduct meetings with NGOs and first responders to discuss the creation of referral pathway for persons with disabilities – FPATT held talks with Blind Welfare Association, and conducted a needs assessment at the community level however this action is at risk, because identifying beneficiaries became a challenge, so the organisation shifted to a strategy of using influencers and deferred the start to 2022 using a specified clinic day.</p> <p>Implementation of the civil society-led court/police accompaniment programmes is delayed. The Consultant's report is expected in February 2022. It has to go to the TTPS and Judiciary for review, then it must be re-drafted to include revisions before the lobbying and adoption processes with key stakeholders can begin.</p> <p>Police station community councils - this work is at risk due to capacity challenges of community groups</p>
<p>Outcome 5</p>	<p>TTPS is receiving equipment to support data availability under pillar five.</p>	<p>Pending work on the GBV registry has been delayed. Aim to have inter-operability of the data system across frontline responders. Some of the consultations (guidelines and HIS) took a long time to set up because people in the health sector have been very busy with COVID</p> <p>Ethical approval for the study on the economic costs of violence still not obtained.</p> <p>Further delays were experienced in the following areas:</p>

		<p>Train health care providers in VAWC HIMS and provide ongoing change management support. – <u>delayed</u></p> <p>5.1.3 - Collaborate with CSOs to improve collection of family violence community-based data to inform accountability mechanisms <u>delayed</u></p> <p>5.2.1 - Economic impact of violence study – <u>delayed</u></p> <p>These delays in delivering the outputs expected under this pillar have been for the most part caused by the many challenges facing the government, namely: i) staff shortages; ii) having to redirect resources to respond to the COVID-19 pandemic; and iii) the more structural constraints linked to the slow and lengthy approval processes within the government and UN system.</p>
Outcome 6	<p>Implementing a peer network among civil society - being led by the Coalition Against Domestic Violence</p> <p>9 small grant recipients.</p> <p>Coalition Against Domestic Violence trained 12 CSOs in the area of strengthening peer networks and advocacy and monitoring of FV.</p> <p>Young Women in Leadership parliamentary training with 53 participants</p>	<p>The issues identified by the MTA in regards to the capacity of smaller, less established organisations that prevented them from accessing the programme's resources and from participating proactively in the activities falling under this pillar.</p> <p>In preparing for <u>Phase 2</u>, the Spotlight programme's team and the RUNOs should focus on identifying ways to eliminate some of the barriers to the participation of these types of women organizations and groups, namely the ones related to the criteria and procedures associated with the application process.</p> <p>The RUNOs should also provide more targeted capacity building to these organizations, to ensure that they can avail themselves of the opportunities available under the programme</p> <p>Despite repeated calls and direct support from UN Women to interested parties, there were no responses to the calls for proposals for social accountability tools. As a result, the programme pivoted to the small grant modality.</p>

Key findings:

- Though COVID-19 pandemic impacted how Trinidad and Tobago launched its programme in May 2020, there was an immediate pivot to virtual communication as lock down measures were implemented in the country. Activities began in April 2020.
- Several delays experienced now in the programme are due to bottlenecks in the government's system as well as capacity challenges including procurement processes of the RUNOs and implementing partners
- Most respondents shared the perception that while some targets could be attained, 3 years was too short for the desired behavioural and attitudinal changes.

Recommendations:

- Several recommendations are formulated in the table above for the different outcomes.
- During the elaboration of Phase 2, RUNOs should work closely with government partners to find strategies to address or get around the bottlenecks in the system through the various governance arrangements - NSC, OSC, CSRG. This requires a comprehensive approach from high level advocacy, to addressing specific agency bottlenecks, for both government and CSOs. As recommended elsewhere, government partners should be empowered to lead and government agencies should develop their own mechanisms to actively prepare for and respond to the decisions made in the NCS meetings

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

9B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?

☐ Very Good – Good

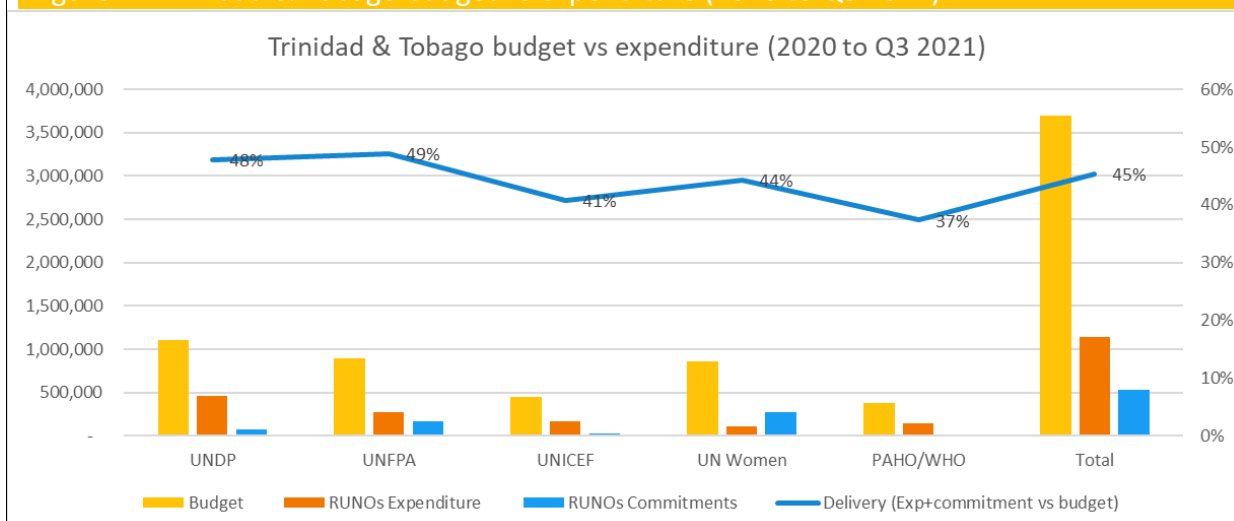
☒ Problems

☐ Serious deficiencies

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

The budget analysis is based on the financial data up to quarter 3 of 2021. This data was provided by the Spotlight Initiative Secretariat. It should be noted that the analysed data were still under revision from the global Secretariat and several anomalies, such as overspends for programme management costs and contractual services, were still being investigated. As per the quarter 3 data, the budget delivery (expenditure and commitments) was at 45 percent for all RUNOs combined (see Figure 1 below). UNFPA had the highest combined expenditure/commitment rate at 49 percent, while PAHO/WHO had the lowest at 37 percent. UNDP, UNICEF⁹ and UN Women combined expenditure/commitment rates at 46 percent, 41 percent and 44 percent respectively.

Figure 2. Trinidad & Tobago budget vs expenditure (2020 to Q3 2021)



Source: Spotlight Initiative MPTF Gateway

⁹ Please note that UNICEF uses a different system to account for commitments compared to the other RUNOs (for example excluding salary or office commitments). This explains why the commitments from UNICEF are lower.

The financial analysis showed the following:

- The budget allocation by delivery mechanisms was: transfer to government / regional body 9 percent, payment/transfer to a CSO 62 percent, payment to individual Consultants 12 percent, payment to a Consultancy Company 3 percent and other 14 percent. This finding is aligned with the project design in which CSOs were very important for implementation.
- The budget allocation for RUNOs was: UNDP 31 percent, UNFPA 25 percent, UNICEF 12 percent, UN Women 22 percent, PAHO/WHO 10 percent. The largest allocation was given allocated to UNDP while PAHO/WHO received the smallest allocation.

Absorption capacity and other obstacles limiting successful implementation of programme

In the online survey, stakeholders were asked how they assess the institutional and human capacity of the main Spotlight actors to implement the country program as planned. Of the 16 respondents who answered, 11 (69 percent) assessed the central government as having good to excellent institutional and human capacity for implementation. Local government actors were assessed as having fair institutional and human capacity for implementation by 9 of the 16. RUNOs were assessed as having good to excellent institutional and human capacity for implementation by 16 of 18 (89 percent) of respondents. Non-governmental organisations (NGOs) were assessed as having good to excellent institutional and human capacity for implementation by 15 of 20 (75 percent) of respondents. Community-based organisations (CBOs) and grassroots were assessed as having good to excellent institutional and human capacity for implementation by 13 of 20 (65 percent) respondents. Women's rights organisations were assessed as having good to excellent institutional and human capacity for implementation by 15 of 19 (79 percent) respondents.

Respondents were then asked whether there were any issues with the capacity to execute the allocated budget as planned. Among the respondents 38 percent perceived that the Central government would have issues with its capacity to execute the budget, from a moderate to considerable extent. The local government actors, RUNOs, NGOs, CBOs and women's rights organisations were rated similarly by 33 percent, 15 percent, 50 percent, 46 percent and 38 percent respectively by the respondents.

A side-by-side comparison of the institutional and human capacity and issues with budget execution as per the opinion of the online survey respondents is presented below:

Table 5. Budget execution and capacity of stakeholders

Stakeholders	Good to excellent institutional and human capacity	Moderate to considerable issues with budget execution
Central government	69%	38%
Local government	44%	33%
RUNOs	89%	15%
NGOs	75%	50%
CBOs	65%	46%
Women's rights organisations	79%	38%

Source: Online survey

The results from the online survey indicate that when ranked RUNOs then women's rights organisations and NGOs were assessed as having better institutional and human capacity to implement the TT programme than the Central Government and CBOs. Local government was assessed as having the lowest

capacity in these areas. The results also indicated that among the actors, the respondents held the perception that NGOs and CBOs would have more issues with budget execution than the Central Government, the Women's rights Organisations and local government actors. The RUNOs were perceived as having the least issues with capacity for budget execution.

As key informants described:

"In the Caribbean and with many of those smaller states, you realize very quickly capacity would always be a problem in the smaller, small island states with limited capacities in the ministries and in government they'd have to juggle, you know a lot of portfolios in parallel"[Key informant, RCO]

"I'm a one-man unit, I'm the only person on this project and anything to do with social issues, I'm the only person so resources are limited in terms of the human resource, we have a challenge ... with space so I don't have an actual office to operate in. And you can imagine when somebody comes to you with an issue, you want it to be private and confidential" [Key informant, Local Government]

"CSOs are not ready in the sense that you don't necessarily have the human resources on the ground, who operate in a project mode quickly, they (CSOs) are not ready necessarily to, (work within) the UN rules or the EU rules." [Key informant]

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?

The government as an implementing partner of the Spotlight TT Initiative has planned actions under the first 5 pillars. The Office of the Prime Minister – Gender and Child Affairs Division, the Ministry of Health, the Ministry of Education, Ministry of Social Development and Family Services, Ministry of Planning and Development, The Children's Authority, The Trinidad and Tobago Police Service, the Judiciary of Trinidad & Tobago, The Victim and Witness Support Unit, The Gender-Based Violence Unit, the Tunapuna/Piarco, and the Mayaro/RioClaro Regional Corporations, and the Tobago House of Assembly are the participating agencies of the government participating in this Initiative.

During the KIIs with the government partners they revealed that for government agencies, even if funding is received, funding cannot be utilised effectively to implement the activities that they would like to implement, because they do not have the human resources to do it. There was the acknowledgement of GBV sensitisation training provided to officers of the court, police officers, and the Gender and Child Affairs Unit. A lot of the work was shelved because of a lack of human resources.

Approval processes within the government system have stymied progress with the National Strategic Action Plan on GBV under Pillar 1 and the HFLE curriculum under Pillar 3. The comments which follow illustrate that other outputs were also impacted by the approval process.

The inability of the government to coordinate a multi-sectoral initiative within its own systems also created bottlenecks for the Spotlight Initiative. This impacted the continuation of the multi-stakeholder committee as indicated in KIIs.

After exposure to GBV sensitisation training, KII respondents described the challenges they met when they returned to their department or unit within Ministries of Government. When selected, they understood that the training was intended to contribute to and improve the delivery of their unit, department and their Ministry as a whole. Their supervisors, on the other hand, did not have this same understanding and shut down discussions and actions in the direction of the intended change unless it came in policy or a document from the PS. Generally, persons are not required to report to the PS after training, which may

be a reason why some changes are never made and that newly acquired capacity remains only in the trained personnel. For the persons exposed to GBV sensitisation training under Spotlight some of this frustration was shared during the FGDs.

“We develop our capacity on the small scale, but then when we go back, who is really paying attention to the change that needs to take place. And as someone pointed out too, we really have to engage them (management) and let them understand that this is not just a one- week training or two-day training. We have to (change). It's a national problem and we have to do it. “

“We had a case today in our group, and somebody who was actually supposed to be on the training, ... she was trainer, and we had that commitment, and her boss just refused to release her to do the training.”

Under the Spotlight Initiative government personnel from the Ministry of Health benefitted from training under Pillar 4 - human resource capacity strengthening. A special committee of MOH personnel was appointed by the Chief Medical Officer with members who have expertise in clinical care for survivors of violence, health promotion, research, communications and information technology. MOH personnel also reviewed and revised the draft data collection instrument for the GBV – HIMS under Pillar 5. Like other countries around the world, Trinidad and Tobago were impacted by the COVID-19 pandemic. Some training was delayed.

“Some of the consultations took a long time to set up because people in the health sector have been very busy with COVID-19. And so, there was some delay in setting up some of the consultations for the clinical guidelines and for the health information system work that we're doing”. (PAHO)

Key findings:

- The budget delivery (expenditure and commitments) was at 45 percent for all RUNOs combined at the time of the MTA (up to Q3 2021). Pillar 3 received the largest portion of the budget. Transfer to CSOs was the mechanism receiving the largest portion of the budget (62 percent). The RUNO receiving the largest allocation was UNDP while PAHO/WHO received the smallest allocation.
- The low human resource capacity, the slow approval processes, the inability of the government to coordinate a multi-sectoral initiative within its own systems, the slow change process to develop or revise policies and practices to support the actions of personnel trained to implement desired changes are limiting the successful implementation and the achievement of results of the initiative.

Recommendations:

- Prior to the start of Phase 2, bottlenecks should be identified with government counterparts within the government systems which hamper implementation of this Initiative and create strategies such as the use of an expert resource created for the review and update of the NSAP, the study on the Implementation Gaps of the DV Act and the technical costing for the NSAP-GBV. This could be done through governance arrangements (NSC, OSC, CSRG). This requires a comprehensive approach from high level advocacy, to addressing specific agency bottlenecks , for both government and CSOs.
- During Phase 2, the programme should consider developing an action plan designed with and for the government partners participating in the programme. The action plan should assess the current bottlenecks in terms of government capacity and processes for coordinating a multi-

sectoral initiative and develop clear actions as to how these bottlenecks could be addressed in a participatory manner.

D. EFFICIENCY

10. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?	<input type="checkbox"/> Very Good – Good <input checked="" type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>Are the chosen implementation mechanisms (including the choice of implementation modalities, entities and contractual agreements) adequate for achieving the expected results?</p> <p>The budget allocation by delivery mechanisms was: transfer to government / regional body 9 percent, payment/transfer to a CSO 62 percent, payment to individual consultants 12 percent, payment to a Consultancy Company 3 percent and other 14 percent. The highest allocation 62 percent goes to the CSOs.</p> <p>The chosen mechanisms appeared to be adequate.</p> <p>This report has already noted in questions 1 and 4, the challenges faced by CSOs to operate according to UN and EU rules, but only three respondents discussed the issue of having to return money because the allotted time for drawing down the funds had elapsed. During the same FGD, another respondent admitted to not being aware of having to return funding as a feature of the contractual obligation of receiving a grant. A RUNO representative provided further clarification about the returned funds during their KII interview. The representative did not indicate if from this scenario, a lesson was learned which would be applied to future contracts, but this scenario emphasizes the importance of grantees understanding contractual obligations and RUNOs' assessment of grantees to undertake and complete their projects, having been fully appraised by grantees of the dynamics in the intended implementation context.</p> <p>Staffing levels for Spotlight and Management Cost</p> <p>The ceiling is 18 percent for programme costs for the overall budget for the Spotlight Initiative at the global level</p> <p>For the purposes of the MTA, data were extracted from the MPTF Gateway in November 2021. The analysed data were still under revision from the global Secretariat and several anomalies, such as an overspend in the expenditure for contractual services, were still being investigated.</p> <p>There was only one comment about the use of numerous Consultants in the programme. Embedded in the comment was the issue of fulfilling individual agencies' mandates and achieving the targets in KPIs. This KI was unwavering when describing how the siloed approach diminished the potential of the One UN system. While at the operational level, this KI described that in the meetings, "we recognize the challenges in cooperating and then we would try to find answers but I think a lot of the answers lie above at the NSC". This clarification was proffered.</p> <p>Thus, this perceived heavy dependence on Consultants (though only 20% of the budget) may have been addressed earlier as a concern and there may have been an opportunity for corrective action. The focus of the concern was the NSC and how it could improve its actions to steer the Project. Without further information about the issue, no further analysis will be offered at this time.</p>	

Key findings:

- The chosen mechanisms appeared to be adequate
- Transfer to CSOs was the mechanism receiving the largest portion of the budget (62 percent). The RUNO receiving the largest allocation was UNDP while PAHO/WHO received the smallest allocation.

Recommendations:

- In Phase 2 develop a strategy and an accountability framework for members of the NSC to improve their guidance actions. The Operations Committee must support this by providing relevant documentation (e.g., reports) in a timely manner.

<p>11A. How effectively is the Initiative managed?</p> <p>11B. How effectively is the Programme managed? Are the governance and management mechanisms for the Initiative at national level adequate and functioning as planned? Do partner government and other partners (please consider CSO and EU Delegation) in the country effectively participate in these mechanisms?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>How effectively is the Initiative managed?</p> <p>The Spotlight Secretariat has provided valuable advice on all aspects of the implementation of the TT Project. The Spotlight Coordinator described the Secretariat team as accessible and ready to respond to queries and offer solutions. The guidance offered was usually relevant and comprehensive. The Secretariat team has listened to the suggestions offered by the local team and offered their own suggestions to adapt actions for the local context. The local team has been encouraged to document the contextual issues and the adjustments made when they report about the implementation, especially when there was no adaptation to timelines and indicators based on factors in the local implementation context.</p> <p>Sometimes, the guidance has come late, after actions have begun. For example, guidance about the budget came after some actions had been taken. The same occurred with the M&E. The local team had difficulty understanding how participatory M&E was being advocated when the country had already chosen from already determined indicators. The follow-up meeting on M&E was described as very helpful, but the M&E reporting is still challenging to complete. The country team would like to develop their own Project indicators if there is a Phase 2 of the Initiative for their own use. They appreciate that the Secretariat is using the indicators from the Spotlight Global Framework to facilitate global reporting and comparisons, but there is a critical need to capture the breadth of the actions taken to achieve the targets and measure outcomes.</p> <p>The Secretariat Team has provided guidance about setting up the CS-NRG. After receiving the reports of the challenges faced by that group, the Secretariat has advised how the members of that group may be able to receive a stipend. The local team is working on a solution to provide that incentive because members of the group have expended different levels of effort and have undertaken the individual completion of a variety of tasks with differing levels of complexity.</p> <p>The Secretariat has convened several learning sessions for the purpose of improving the implementation of the Initiative across countries in the region. The Spotlight Coordinator described these as generally helpful and always conducted with a respectful tone. Those sessions however focus mainly on successes rather than addressing challenges or brainstorming solutions. For Phase 2, a change to the meeting agenda is suggested to allow more co-learning and cross-learning.</p>	

How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate?

The structural design of the Spotlight Initiative in Trinidad and Tobago comprises three aspects. The governance function is shared between the National Steering Committee which is co-chaired by the Minister in the Office of the Prime Minister – Gender and Child Affairs and the United Nations Resident Coordinator, and the Operational Steering Committee which is co-chaired by the Permanent Secretary of the OPM GCA with UN Women.

The NSC provides strategic direction and meets biannually, while the Operational Steering Committee meets quarterly and provides feedback to NSC. The membership of the NSC includes representatives from the EU Delegation, Ministry of Planning and Development, Ministry of Social Development and Family Services, Ministry of Health, the Tobago House of Assembly, the Ministry of Education, the CS-NRG, and the RUNOs. The NSC held its first meeting in August 2020.

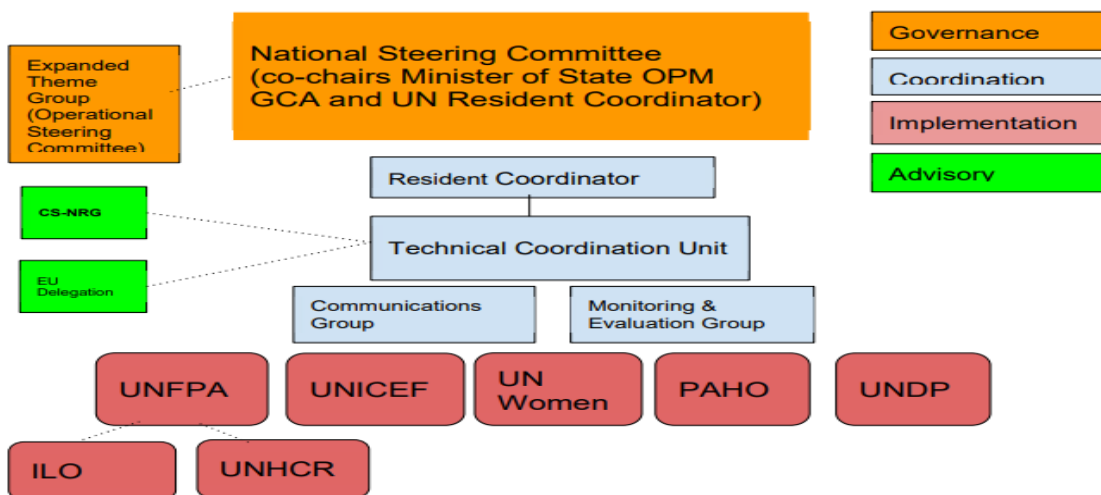
The Operational Steering Committee comprises technical leads from the Government, RUNOs, civil society and the EU, focusing specifically on how the Spotlight Initiative is responding to the needs of the most marginalised groups, those facing intersecting and multiple forms of discrimination, VAWG and SRHR, and, gender inequality. The OSC held its first meeting in October 2020.

Fourteen of the 21 respondents to the online survey knew about the NSC. Of the 14, 10 rated the NSC as effective. Among the respondents, the recognition of the strong relevance of the contributions made by the NSC members was as follows: government 79 percent, RC 85 percent, EU Delegation 77 percent, CSO members 77 percent. These results indicated that the members of the NSC had made relevant contributions to provide strategic direction to guide the implementation of the Spotlight Initiative in Trinidad and Tobago. The governance structure is presented in the graphic which follows.

Figure 3. Programme governance and coordination

Programme Governance and Coordination

Trinidad & Tobago Governance and Coordination Structures Table



Source: Annual Narrative Programme Report

The coordination function is led by the RC and undertaken by the Technical Coordination Unit, which is informed by the work of the Communications Group and the M&E Group. Following from the UN Reform which promotes a cross-sectoral and multi-dimensional approach to development interventions, the Technical Co-ordination Unit and RUNO/associated agencies meet monthly. The goals of the coordination efforts continue to be, 1-the achievement of optimal levels of collaboration and harmonized actions; and

2-establishing linkages and paths to integration across the 6 pillars of the Project, to reduce the duplication of efforts, cost overruns, and the fatigue of beneficiaries providing the information needed to the different UN agencies. Additionally for this Project, a Communication Working Group led by a Communications Officer, has been created with focal points in each UN agency. This group is now an established subset of the UN communications team.

A critical aspect of the management of the Initiative in TT has been the technical coherence actions, identified as innovative practices in the Annual 2020 Report. The overall programme was reviewed for synergies across Pillars and agencies, and areas for collaboration and optimisation of resources. A Technical Coherence Matrix was developed to assist RUNOs in performing a pre-evaluation of deliverables to ensure alignment with Spotlight objectives and guidelines, and UN Principles, standards and global conventions. This also accelerated the ability to deliver in a more streamlined and efficient way, as it has established criteria for joint assessment of TORs, consultancies, and procurement.

The technical coordination also added an accountability framework to monitor how agencies are finding links and pathways to facilitate collaboration as they engage civil society, and also collaborate to identify and respond to the bottlenecks and challenges they face. Enhancing the required collaboration efforts, the working relationships, roles and responsibilities which support the governance and management structures, established for the implementation of the country programme are documented in the Standard Operating Procedures which were developed by the Spotlight Team.

The Annual Report 2020 provided details about the operationalisation of the technical coordination mechanism. All agencies are using one framework to review procurement and consultancy requirements and this facilitates comparisons and the integration and consolidation of Scopes of Work.

The steps include:

- i. Reviewing and evaluating existing TORs to identify the commonalities, differences with the information needs of stakeholders, for deliverables and Scopes of work.
- ii. Identifying where the outputs from one project were the inputs for another. For example, utilising a single Consultant to assess the capacities of CSOs within the project territories. The outputs of this project would be necessary as inputs for other projects within Spotlight Initiative;
- iii. Hosting coordinated meetings with consultants and implementing partners to promote buy-in, foster collaboration, and encourage sharing of knowledge/information and data thereby enhancing overall effectiveness of individual and collective project and programme outcomes respectively;
- iv. Utilising existing tools/manuals on GBV when consultants or implementing partners developed their training materials, in order to enhance consistency of the messaging and time-efficiency.

All Spotlight focal points share working and finalised content including annual work plans, communication strategies, materials, ToRs, knowledge products, consultancy reports within a centralised working folder which facilitates joint working relationships. Additionally, all major Spotlight related events once planned or confirmed are shared in a joint calendar (Annual Report p. 18)

As described in question 2 the RUNOs lead the implementation under each of the pillars and UN Women leads the technical coordination. From the results of the online survey for question 24, more than three quarters of the respondents rated the collaboration between the Spotlight Coordination Team (SCT) and the RUNOs (76 percent), and between the RUNOs and the IPs (76 percent) as good to excellent. Just over sixty percent (62 percent) assigned the same rating to the collaboration between the SCT and the Global Secretariat. Just over half (52 percent) of the respondents rated the collaboration between the SCT and

the CS-NRG; the Technical Coordinator and the RUNOs (52 percent); the RUNOs and the government (52 percent); and the IPs and the government (57 percent) as good to excellent. These results indicated that while collaboration is good to excellent between the SCT and the RUNOs and between the RUNOs and the IPs, the collaboration among the other stakeholders needs to be improved.

Some of the suggestions (question 26 online survey) to address the challenges with the Programme structure and, or implementation were:

- Based on content of this survey, provide more information about the involvement of all stakeholders;
- Communication about interconnected activities and plans for each agency should be shared well in advance to allow for better planning;
- More work needed on acquiring stakeholder buy in and full participation.

Key findings:

- The RC, EU, and CSO were perceived as making relevant contributions in the NSC to provide strategic direction for the TT programme.
- The technical coordination mechanism is operationalised by using one framework to review procurement and consultancy requirements, and the integration and consolidation of Scopes of Work. All Spotlight focal points share working and finalised products, including annual work plans, communication strategies, materials, ToRs, knowledge products, consultancy reports within a centralised working folder.
- Collaboration efforts appear to be strongest among the SCT and the RUNOs and the RUNOs and the IPs. This strong collaboration will enhance the technical coordination efforts desired by the Spotlight Initiative.

Recommendations:

- Find strategies to maintain and improve collaboration between the SCT and the RUNOs and the RUNOs and the IPs. (See Recommendation 8, in response to question 12)
- Find strategies to improve the collaboration efforts among the stakeholders, especially between the SCT and the CS-NRG. (See Recommendation 8, in response to question 12)
- Create a graphic or simple organiser to illustrate how each category of stakeholder contributes to the Spotlight Initiative.

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

☐ Very Good – Good

☒ Problems

☐ Serious deficiencies

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

This project was impacted by time in different ways. The length of time needed for project set up was underestimated by the Spotlight Secretariat, EU and UN agencies. After the design stage and notice of award, getting Government approval, establishing the governance structure, recruiting staff, identifying workspaces, setting up the budget and M&E framework were lengthy processes. Identifying partners, building relationships, getting buy-in and formalizing commitment actions (budget, dedicated staff, agreement to an accountability framework) required time to build trust.

The introduction and integration of the technical coherence mechanism continues to require time to review the proposed work across all of the pillars to identify the areas where joint procurement, joint and streamlined processes for selecting and implementing partners, joint monitoring processes, conducting research jointly, collaboration among RUNOs, using streamlined and effective disbursement processes were possible.

The following comments from the KIs, highlight two of the factors which are impacting on the coordination efforts: lack of RUNO staff dedicated only to the Spotlight Initiative, and individual agency mandates.

I think it's improving. But I think if there were more dedicated staff to work fully on the spotlight you might have greater coordination.

There are two messages being promoted with regard to implementation. On one hand there is the rhetoric of working together as 'One UN' and on the other hand each UN Agency is being pressured to deliver individually. There is a disconnect.

According to the online survey, while 62 percent of respondents agreed that RUNOs were working well together to implement the action in an integrated way, 58 percent also thought that they are implementing their activities in siloes. The reason for this contradiction is unclear from the narrative responses, but it highlights that while some activities are still being implemented in siloes, there is also good collaboration across the Spotlight Initiative. In addition, ; 33 percent agreed that they were using joint procurement processes; 38 percent agreed that they were using a joint and streamlined process for selecting implementing partners; 35 percent are using joint monitoring processes; 14 percent are conducting research jointly; 48 percent agreed that the collaboration among RUNOs leads to greater efficiency; and 43 percent agreed that the RUNOs streamlined and effective disbursement processes. The results indicate that actions for technical coordination such as joint procurement, joint streamlined processes for selecting IPs, joint monitoring process and joint research was occurring to the extent needed.

Key findings:

- While in the 2020 Annual Report the established technical coordination steps were documented, the survey results and KIs indicated that more work has to be done to achieve the joint procurement, joint streamlined disbursement processes for selecting IPs, joint monitoring process and joint research actions that are the goals of the of the new way of working for UN Agencies.

Recommendations:

- Agencies must commit to a technical co-operation framework for cooperating agencies, which allows their staff to take actions without feeling burdened that they are moving away from the mandates of their individual agencies. To facilitate coordination, agencies will then commit to using harmonized tools and reporting formats across cooperating agencies, which will be less onerous for the beneficiaries and other stakeholders in the development projects.

E. SUSTAINABILITY

<p>13. Is sufficient capacity being built so that local actors, such as government as well as CSOs, the women’s movement and groups representing women and girls that face intersecting forms of discrimination, will be able to manage the process by the end of the Initiative without continued dependence on international expertise?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
<p>With regards to the sustainability of the Spotlight Initiative in Trinidad and Tobago, key informants were doubtful as to whether the Initiative would be able to continue without the same funding. Specifically, the question around the capacity of local actors was called into question, although it was also mentioned that it is currently too early in the process to be able to determine with confidence. As a national government project, it was also noted that the national response needs to be strengthened and communications improved.</p> <p><i>“It’s a little too early to say. I think, how I would know that, is if I really see all the recommendations from the different consultancies being incorporated being actioned in the various ministries.” [Key informant, EUD]</i></p> <p><i>“There is a need, across all IPs to strengthen the overall response because this is a national program. While I do think that the community level response is strong. If it is that we’re looking at that ecosystem, how do we then translate this community response as a national response as a strengthened cohesive national response”. [Key informant, IP]</i></p> <p>Question 39 from the online survey asked: Is sufficient capacity being built for local actors to manage the process by the end of the Initiative without international expertise? The number of respondents who chose the “did not know” category ranged from 7 for CSOs to 9 for local government (33.3 to 42.1 percent) out of the total number of 21 respondents. The analysis will focus on the respondents who indicated that they knew about the different stakeholders because they had chosen one of the responses on the scale for sufficient capacity used by the question. Among the respondents, 9 out of 13 (69 percent) held the perception that the Central Government had built somewhat sufficient to sufficient capacity to manage the implementation of the Spotlight initiative. While the same assessment was given to the Local government actors by 5 out of the 12 (48 percent), the CSOs 11 out of the 14 respondents (64 percent), the CBOs by 10 out of the 13 (77 percent) respondents, the Women’s movement by 10 out of 13 (77 percent) respondents and Group representing women and girls by 9 out of the 12 (75 percent) respondents.</p> <p>The results indicated that under the programme, when ranked, the greatest capacity was built among the CBOs, women’s movement, and groups representing women and girls. Grouped for the second place were the Central Government and the CSOs who were perceived to have built less capacity than the stakeholders in the first place. The local government actors were perceived to have acquired the least capacity.</p> <p>For sustainability, the Spotlight Initiative would require a supportive environment and the opportunity to collaborate with different stakeholders across government, UN and civil society which will facilitate the integration of its approach and its principles to boost the systems which address VAWG . Question 40 from the online survey considered such a scenario and asked: To what extent does the Spotlight Initiative complement other programmes addressing violence against women and girls in your country or region?</p>	

This Initiative was found to complement other programs in the Trinidad and Tobago in the following ways: Reach to beneficiaries - Fifteen of the twenty (75 percent) respondents; Leaving no one behind principle - 15 out of 20 (75 percent); CSO capacity building – 13 out of 17 (76 percent) respondents; and Government involvement in programme delivery 14 out of 18 (78 percent) respondents. The results indicate that the continued implementation of the Spotlight model will complement already existing country programs.

There was no sustainability plan among the documents received for review for the MTA. However, the Country Programme Document identified some actions intended to support the sustainability of the Initiative. The following outputs were identified as indicators that the Initiative will have a long term impact.

- The finalisation and adoption of a comprehensive, costed and time bound National Strategic Plan on Gender-based and Sexual Violence, including an evidence-based and comprehensive whole of society prevention strategy as part of the NSP GBV
- An improved legal and policy framework which outlines clearly the responsibilities and accountabilities of state institutions
- Efforts to build or enhance partnerships not only with other sectors of service providers but also with communities who use the services.
- Contributing to the organisational development of WOs and CSO.
- Participation from formulation, through to implementation, monitoring and evaluation is the key to sustainability.
- The Spotlight resourcing should contribute to sustainability of the operations of the NGOs involved

“It is really how we implement it now, and get some space to replicate or do an impact Evaluation before the end of Spotlight. One strategy of course will be the train the trainer program with the gender policing.” [Key informant, IP]

Key findings:

- There are many stakeholders who do not know that the Spotlight Initiative is a national project and that it is funded by the EU and the UN.
- The perception among stakeholders is that most of the capacity building was done for CBOs, women’s movement, and groups representing women and girls. To a lesser extent the capacity of the Central Government and the CSOs was built to a similar extent. The local government actors were perceived to have built the least capacity.
- The results indicate that the continued implementation of the Spotlight model will complement already existing country programs
- The country has no separate Sustainability Plan but, completed outputs such as a comprehensive, costed and time bound National Strategic Plan on Gender-based and Sexual Violence; An improved legal and policy framework which outlines clearly the responsibilities and accountabilities of state institutions; an evidence-based and comprehensive whole of society prevention strategy as part of the NSP GBV would contribute significantly to the sustainability of the Initiative.

Recommendations:

- A Sustainability plan should be developed from the outset of a potential Phase II. This should involve measures to ensure strong ownership of local actors, including national CSOs and the government, from the outset as well as securing domestic resources.

- In Phase 2 increase the visibility of the partnership created through this programme to address family violence in T&T with EU, UN, Government and civil society.
- Continue the sustainability actions across all of the pillars.

F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

Key findings:

- There is strong alignment between the interventions implemented by the TT Spotlight Initiative and the overall Spotlight Initiative principles, in particular in relation to interventions following a human rights-based approach, empowering women and girls, being gender responsive and leaving no one behind.
- There was a perception among KIs that there is a reduced opportunity for less established CSOs to receive funding from the Spotlight Initiative generates a perception that the “grassroots” element of the roll out of the Spotlight Initiative was superficial as the administrative barriers hindered the participation of many of the grassroots organisations.
- FGD participants who were recipients of the GBV sensitisation training, and who were service providers in direct contact with victims and survivors, revealed their lack of preparation to cope with the effects of vicarious trauma.
- A consultative process and a participatory approach were adopted to design the Spotlight Initiative to respond to needs of the target groups/end beneficiaries in Trinidad and Tobago.
- The RUNOs and CSOs differ in their perceptions about CSO engagement in the Spotlight Initiative.
- While according to the online survey feedback is collected and fed back, this was less evident from document review and key informant interviews.
- The Trinidad and Tobago Project has a well-defined ToC with relevant assumptions.
- From the available performance data for 2020, most indicators have data available with a few exceptions.
- The Trinidad and Tobago programme has identified relevant contextual, programmatic, operational, and fiduciary risks and mitigation measures.
- While the benefits of the One UN system were accepted, the risks associated with agencies not meeting the targets in KPIs, or the negative impact on individual staff performance ratings, because of inter-agency cooperation were not sufficiently considered as a programmatic risk.
- While the COVID-19 pandemic has caused some delays, at this time the institutional (government system) delays are having a greater negative impact.
- The medium risk of institutions lacking the authority to make decisions on project implementation is evident in the government officials who attend meetings but are not empowered to make any commitment to action to move the project forward.

Recommendations:

1. In a potential Phase 2 of the programme, stronger focus should be made on ensuring engagement of men across interventions on VAWG programming.
2. To further address the ‘leaving no one behind’ principle, the country team should engage more with less established CSOs working with or representing vulnerable groups such as migrants and people with disabilities. Contracting an umbrella organization to support this engagement and at the same time also build the capacity of less established CSOs could be explored.
3. Collecting user feedback is a critical part of the monitoring and improvement of any intervention. Assessing the needs associated with an effectively run feedback system should be seen as a priority during the design of Phase 2. Consideration could be given, for example, to collecting

feedback during operational and NSC meetings. It is recommended to the Global Spotlight Initiative Secretariat, that if countries have successfully developed and used relevant qualitative and quantitative indicators which facilitate reporting on the global indicators, that this information is used to reformulate indicators at the global level in dialogue with the countries who are currently using those indicators. Review the risk matrix to include contextual risks related to situations of health, climate, or political crises.

4. o monitor the risk related to contracting CSO IPs that may have affiliations with persons or members accused of GBV and/or in violation of women's rights, we recommend to add it to the risk register and identify mitigative measures to address potential consequences. This will help to avoid contracting CSO IPs that are accused of issues that the programme aims to address, as noted in the main text above.
5. For the Trinidad and Tobago context the lack of authority by key government institutions to make timely decisions on project implementation should be recategorized as a high-level risk, likely to occur (4) and the impact raised to extreme (5). Leaders and key personnel from the Government must be empowered to act to move the project forward. Government personnel must be prepared for such meetings, knowing the mandates of their agencies and the regulations of the government system.

2. GOVERNANCE:

Key findings:

- There is evidence of commitment to address VAWG and FV among Government Agencies. However, the leadership by the government was impacted by concerns of backlash (e.g. from FBOs for the HFLE curricula and human resource capacity - staff turnover, bureaucracy – an approval process which crosses divisions or Ministries. There have been concerns that Government representatives attend meetings, but do not actively contribute to the meeting agenda and outcomes.
- The EU Delegation is committed to the Project and has been advocating for its ownership among the government agencies.
- The ownership of UN Agencies is evident in their continued leadership of activities across the pillars. Their commitment is evident in their efforts to improve the overall programming.
- The commitment to addressing the impact of VAWG and FV is high among civil society, the ownership of the processes under this Project is low due to limited capacity coupled with administrative barriers. .
- The RC, EU , and CSOs were perceived as making relevant contributions in the NSC to provide strategic direction for the TT programme.
- The technical co-ordination mechanism is operationalised by using one framework to review procurement and consultancy requirements, and the integration and consolidation of Scopes of Work. All Spotlight focal points share working and finalised products, including annual work plans, communication strategies, materials, ToRs, knowledge products, consultancy reports within a centralised working folder.
- Collaboration efforts appear to be strongest among the SCT and the RUNOs and the RUNOs and the IPs. This strong collaboration will enhance the technical coordination efforts desired by the Spotlight Initiative.

Recommendations:

1. Create an accountability framework for partnerships, ensuring consensus and commitment from relevant parties. Include the obligations, participation, and reporting requirements (e.g., meeting attendance, response to decisions, feedback on commitments).
2. Ensure that communication about the Spotlight Initiative is inclusive of all its main actors, including the Government of Trinidad and Tobago and the EU. Find strategies to maintain and improve collaboration between the SCT and the RUNOs and the RUNOs and the IPs. (See Recommendation 8, in response to question 12)
3. Find strategies to improve the collaboration efforts among the stakeholders, especially between the SCT and the CS-NRG. (See Recommendation 8, in response to question 12)
4. Create a graphic or simple organiser to illustrate how each category of stakeholder contributes to the Spotlight Initiative. Further, consider sharing outputs (e.g. with recommendations, consultant reports, etc.) to build ownership.

3. PROGRAMME MANAGEMENT:

Key findings:

- The mandates, experiences and expertise of the UNDP, UN Women, UNFPA, UNICEF and PAHO are well aligned with the outcomes of the Spotlight Initiative and the responsibilities assigned to each agency in the T&T Spotlight Initiative country programme.
- The actions suggested for the UN reform have been applied where feasible at a country level in the implementation of the Spotlight Initiative in Trinidad and Tobago. Nevertheless, there are still major challenges, especially in regard to adjusting to the processes and procedures of the different agencies.
- The chosen mechanisms appeared to be adequate
- Transfer to CSOs was the mechanism receiving the largest portion of the budget (62 percent). The RUNO receiving the largest allocation was UNDP while PAHO/WHO received the smallest allocation.
- There is a disconnect between working as “One UN and delivering on the mandate of individual agencies in a timely manner.
- While in the 2020 Annual Report the established technical coordination steps were documented, the survey results and KIs indicated that more work has to be done to achieve the joint procurement, joint streamlined disbursement processes for selecting IPs, joint monitoring process and joint research actions that are the goals of the of the new way of working for UN Agencies.

Recommendations:

1. Consider communicating more clearly about the UN reform principles and one UN system among the stakeholders of the TT Spotlight Initiative, to ensure further buy-in and support for delivering as one UN.
2. In Phase 2 develop a strategy and an accountability framework for members of the NSC to improve their guidance actions. The Operations Committee must support this by providing relevant documentation (e.g., reports) in a timely manner.

3. Agencies must commit to a technical co-operation framework for cooperating agencies, which allows their staff to take actions without feeling burdened that they are moving away from the mandates of their individual agencies. To facilitate co-ordination, agencies will then commit to using harmonized tools and reporting formats across co-operating agencies, which will be less onerous for the beneficiaries and other stakeholders in the development projects.

4. PROGRAMME IMPLEMENTATION AND RESULTS:

Key findings:

- There was insufficient information to assess progress against the approved workplan and output targets
- From the qualitative data collected, there was a general satisfaction with outputs.
- Though COVID-19 pandemic impacted how Trinidad and Tobago launched its programme in May 2020, there was an immediate pivot to virtual communication as lock down measures were implemented in the country. Activities began in April 2020.
- Most of the delays experienced now in the programme are due to bottlenecks in the government's system
- Most respondents shared the perception that while some targets could be attained, 3 years was too short for the desired behavioural and attitudinal changes.
- The budget delivery (expenditure and commitments) was at 45 percent for all RUNOs combined at the time of the MTA (up to Q3 2021). Pillar 3 received the largest portion of the budget. Transfer to CSOs was the mechanism receiving the largest portion of the budget (62 percent). The RUNO receiving the largest allocation was UNDP while PAHO/WHO received the smallest allocation. Overspending was identified in the following areas: staff and other personnel, equipment, contractual services, travel, and transfers and grants to counterparts.
- The low human resource capacity, the slow approval processes, the inability of the government to coordinate a multi-sectoral initiative within its own systems, the slow change process to develop or revise policies and practices to support the actions of personnel trained to implement desired changes are limiting the successful implementation and the achievement of results of the initiative.
- There are many stakeholders who do not know that the Spotlight Initiative is a national programme and that it is funded by the EU and the UN.
- The perception among stakeholders is that most of the capacity building was done for CBOs, women's movement, and groups representing women and girls. To a lesser extent the capacity of the Central Government and the CSOs was built to a similar extent. The local government actors were perceived to have built the least capacity.
- The results indicate that the continued implementation of the Spotlight model will complement already existing country programs
- The country has no separate Sustainability Plan but, completed outputs such as a comprehensive, costed and time bound National Strategic Plan on Gender-based and Sexual Violence; An improved legal and policy framework which outlines clearly the responsibilities and accountabilities of state institutions; an evidence-based and comprehensive whole of society prevention strategy as part of the NSP GBV would contribute significantly to the sustainability of the Initiative.

Recommendations:

1. During the elaboration of Phase 2, RUNOs should work closely with government partners to find strategies to address or get around the bottlenecks in the system through the various governance arrangements - NSC, OPS, CSRG. This requires a comprehensive approach from high level advocacy, to addressing specific agency bottlenecks , for both government and CSOs. As recommended elsewhere, government partners should be empowered to lead and government agencies should develop their own mechanisms to actively prepare for and respond to the decisions made in the NCS meetings.
2. Prior to the start of Phase 2, bottlenecks should be identified with government counterparts within the government systems which hamper implementation of this Initiative and create strategies such as the use of an expert resource created for the review and update of the NSAP, the study on the Implementation Gaps of the DV Act and the technical costing for the NSAP-GBV. This could be done through governance arrangements (NSC, OPS, CSRG). This requires a comprehensive approach from high level advocacy, to addressing specific agency bottlenecks , for both government and CSOs.
3. During Phase 2, the programme should consider developing an action plan designed with and for the government partners participating in the programme. The action plan should assess the current bottlenecks in terms of government capacity and processes for coordinating a multi-sectoral initiative and develop clear actions as to how these bottlenecks could be addressed in a participatory manner.
4. A Sustainability plan should be developed from the outset of a potential Phase II. This should involve measures to ensure strong ownership of local actors, including national CSOs and the government, from the outset.
5. In Phase 2 increase the visibility of the funders as well as the partnership created through this programme to address family violence in T&T with EU, UN, Government and civil society.
6. Continue the sustainability actions across all of the pillars.

G. ANNEXES

ANNEX 1: SOURCES OF INFORMATION

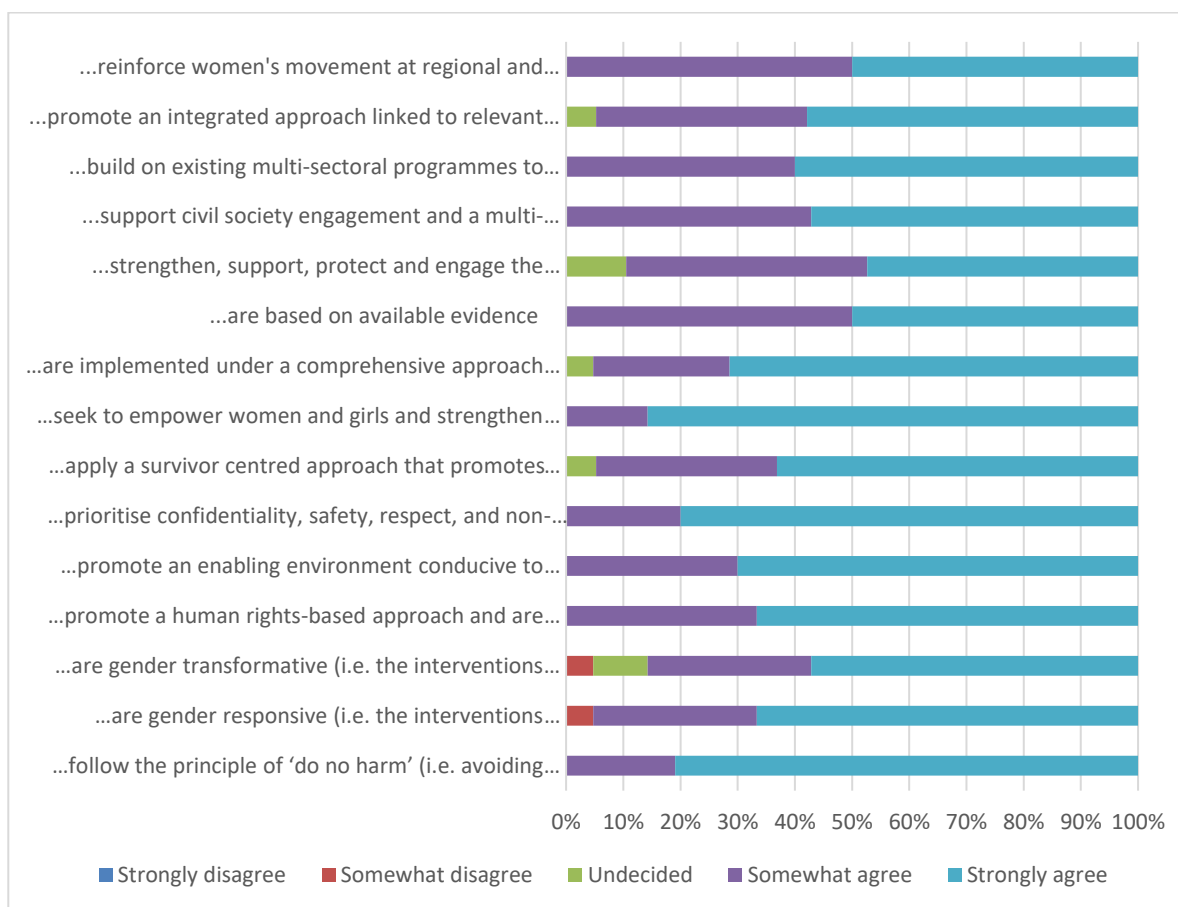
Spotlight programme documents (essential documents)	Availability
Country Programming document as approved by OSC	X
Country Budget as approved by the OSC (may also include revised budget)	X
Spotlight Country Programme Snapshot	X
Inception report	X
Annual report/s	X
Annex A Country Report (included in the Annual Report)	X
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	X
Spotlight Initiative financial information on the MPTF Gateway	X
Knowledge management workplan	X
National CSO Reference Group workplan	X
CSO Reference Group Bios	X
Communication workplan	X
Stories directly from the Calendar	X
Other documents	
7 Steering Committee Meetings Minutes (30.06.2020, 05.08.2020, 21.10.2020, 13.01.2021, 21.04.2021, 27.04.2021, 02.03.2021)	
Annual workplan 2020-2021	
Act 2.1.4 Judiciary of Trinidad and Tobago, DV Training Proposal	
Act 5.1.4 Spotlight Calendar FAW New	
Act 6.3.1 CEDAW Press Release	
Act 6.3.1 Trinidad Youth Council GBV Facilitators Guide	
Spotlight CSO Assessment & Proposed Strategy for Empowerment Initiatives Report	
Spotlight Final Report on CS Empowerment Initiative	
Spotlight Catalogue of Services	
Elderly Abuse prevention video	
OPM Spotlight, online safely video	
Act 2.1.4 Monitoring (Spot Check) Report – the Judiciary of T&T	
Act 3.3.1 NATUC GBV Sensitization Monitoring (Spot Check) Report	
Act 4.1.2 PAHO Skills building workshop stage 1 – Healthcare for IPV+SV Survivors	
Act 4.2.3 UNDP CSO Assessment Monitoring Report	
CS NRG Terms of Reference	

ANNEX 2: LIST OF PERSONS INTERVIEWED

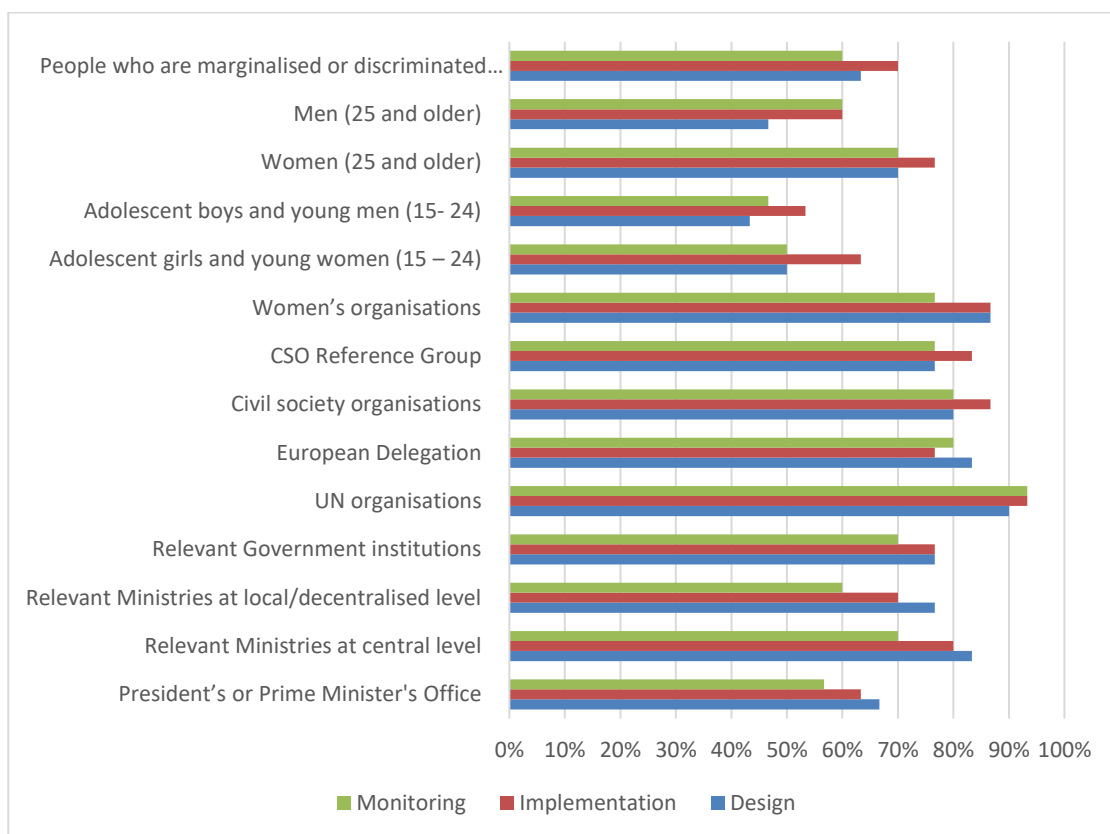
	Stakeholder groups	Institution / organisation	Name	Position	Date (2021)
1	EU	EUD	Monica Paul-McLean	Programme Manager	November 10
2			Karen Sheppard	Press & Information Officer	
3	UN	UN	Marina Walter	Resident Coordinator	November 16
4	Spotlight Initiative TT	Co-ordination Unit	Nikita Mohammed	Spotlight Programme Co-ordinator	October 25
5		Co-ordination Unit	Roanna Lalmansingh	M&E Officer	
6		Co-ordination Unit	Tracy Chimming Lewis (email)	Communications Officer	
7	RUNOs	UNDP	Isele Robinson-Cooper	Programme Officer – Inclusive Growth and Social Policy	November 9
8		UNFPA	Aurora Noguera-Ramkissoon	Liaison Officer	November 2 & 11
9		UN Women	Je'nille Maraj	Planning and Coordination Specialist	November 2 & 10
10		UNICEF	Heather Stewart	Child Protection Officer	November 9
11		PAHO	Dr. Caroline Allen	Spotlight Project Manager	November 2, 9, 11
12	Government	Office of the Prime Minister – Gender and Child Affairs Division	Vijay Ganga Persad	Permanent Secretary	November 9
13		Office of the Prime Minister – Gender and Child Affairs Division	Antoinette Jack-Martin	Director	
14		Office of the Prime Minister – Gender and Child Affairs Division	Ann-Marie Quammie-Alleyne	Co-ordinator National Policy on Gender and Development	
15		Office of the Prime Minister – Gender and Child Affairs Division	Nicole Christopher	Executive Assistant to the PS	
16		Office of the Prime Minister – Gender and Child Affairs Division	Jason Forbes	Project Execution Assistant	
17		Trinidad and Tobago Police Service	Aisha Corbie	Manager – Victim and Witness Support Unit	November 17
18		Tunapuna/ Piarco Regional Corporation	Christa Ariel Marks	Liaison – Social Needs Unit	November 5
19		Tobago House of Assembly	Nigel Phillips	Project Officer	November 17
20	CSO Reference Group	UWI Institute of Gender Affairs	Marcus Kissoon	Gender and Behaviour Consultant	November 8
21		Network of NGOs	Jacqueline Burgess	Coordinator	November 8

	Stakeholder groups	Institution / organisation	Name	Position	Date (2021)
22		Organisation for Abused and Battered Individuals	Sherna Benjamin	Leader	November 16
23		Network of Rural Women Producers	Gia Gaspard Taylor	President	October 29
24		Family Planning Association of Trinidad and Tobago	Ava Rampersad	Executive Director	November 17
25	CSO Implementing Partners	Employers Consultative Association	Ronald Ramlogan	Public Relations and Research	November 17
26		Employers Consultative Association	Stephanie Fingal	Chief Executive Officer	
27		Employers Consultative Association	Nirmal Maraj	Project Assistant	
28	BENEFICIARIES	Oilfield Workers Trade Union	Faviola Whittier	Research Specialist	November 17
29	FGD 1 (Trade Unions, Faith-based Leaders)		Kathy Gajadhar-Inniss	2 nd Vice President	
30	FGD 2	Judiciary	Danielle Frederick	Various Roles	November 16
31			Juanita Mathurasingh		
32			Anissa Thomas		
33			Monique Mata		
34			Kerry – Anne Roberts		
35			Renee Edwards		
36			Master Nneka Watson		
37	FGD 3 (Small Grant Recipients)	Cleopatra Foundation	Akosua Dardaine-Edwards	Leader	November 8
38		Jabulous	Salome Mc Donald	Leader	
39	FGD 4 (Health Care Workers)	Ministry of Health, Regional Health Authorities	Glendersha Thomas	Various Roles	November 17
40			Natasha Lawrence-Ralph		
41			Nadine Wisky		
42			Trisha Braznell		
43			Medical Social Worker		

ANNEX 3: ONLINE SURVEY RESPONSES REGARDING THE ALIGNMENT OF THE PROGRAMME TO THE PRINCIPLES OF THE INITIATIVE



ANNEX 4: STAKEHOLDER PARTICIPATION IN DESIGN, IMPLEMENTATION AND MONITORING



ANNEX 5: DETAILED TABLE ANALYSIS M&E DATA

Indicator or level	Indicator #	Disaggregation	Progress 2020	Progress 2021
OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans.				
Outcome	Indicator 1.1 Laws and policies on VAWG/HP in place that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations.	Legal at marriage	NA	NA
		Parental authority at marriage	NA	NA
		Parental authority in divorce	NA	NA
		Inheritance rights of widows	NA	NA
		Inheritance rights of daughter	NA	NA
		Laws on domestic violence	Achieved	Achieved
		Laws on rape	Achieved	Achieved
		Laws on sexual harassment	Achieved	Achieved
Outcome	Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner.	National	Achieved	Achieved
		Subnational	NA	NA
Output	Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year.	None	Achieved	Achieved
Output	Indicator 1.1.6 Number of assessments completed on pending topics and strategic litigation implemented by women's rights advocates, within the last year.	None	Not achieved	Achieved
Output	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.	National	Not achieved	Achieved
OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors				
Outcome	Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups.	National	Achieved	Achieved
		Sub-national	NA	NA
Outcome	Indicator 2.3 Extent to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards.	Justice	Achieved	Achieved
Output	Indicator 2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination.	None	Achieved	Achieved
Output	Indicator 2.1.6 Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year.	Women	Achieved	Achieved
		Total	Achieved	In progress
Output	Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are	None	Achieved	Achieved

Indicat or level	Indicator #	Disaggregation	Progress 2020	Progress 2021
	composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.			
OUTCOME 3: Gender equitable social norms, attitudes and behaviors change at community and individual levels to prevent violence against women and girls and harmful practices.				
Outco me	Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner. [Total Men and Women]	NoneWife Beating/IPV	Achieved	Achieve d
Outco me	Indicator 3.3 Existence of with at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner.	None	NA	In progress
Output	Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights, within the last year.	Total in school	NA	Not achieved
		Girls in-school	NA	Not achieved
		Boys in-school	NA	Not achieved
		Total out-of-school	NA	In progress
		Girls out-of-school	NA	In progress
		Boys out-of-school	NA	Not achieved
Output	Indicator 3.1.3 Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination, within the last year.	National	NA	Achieve d
Output	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	Total	Achieved	Achieve d
Output	Indicator 3.2.4 Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls’ sexuality and reproduction.	None	NA	Achieve d
Output	Indicator 3.2.6 Number of networks of men and boys developed and/or strengthened to advocate against VAWG and stand for promoting gender equitable values and behaviours during the past year.	Networks	NA	Achieve d
Output	Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls’ rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year.	EVAWG Policies	NA	Achieve d
		EVAWG Policies incl LNOB	NA	Achieve d
OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible and quality essential services including for long term recovery from violence				
Outco me	Indicator 4.1 Number of women and girls, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence and seek help, by sector.	Women	Achieved	Achieve d
		Girls	Achieved	Achieve d
Output	Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year.	Total	NA	Achieve d
		Women	NA	Not achieved
Output	Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination.	Designed	Achieved	Achieve d
		Including LNOB	Achieved	Achieve d
OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.				
Outco me		Prevalence	Achieved	Not achieved

Indicator or level	Indicator #	Disaggregation	Progress 2020	Progress 2021
	Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time. [Prevalence]	Incidence	Achieved	Not achieved
Output	Indicator 5.1.1 National Statistical Offices has developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG	None	Achieved	Achieved
Output	Indicator 5.1.3 Number of National Statistical Officers who have enhanced capacities to produce data on the prevalence of VAWG/HP, and incidence where appropriate, within the last year.	Total	Achieved	Not achieved
		Women	Achieved	Not achieved
Output	Indicator 5.1.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, and qualitative data, on VAWG.	None	NA	Not achieved
Output	Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months	None	NA	Achieved
OUTCOME 6 - Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG				
Outcome	Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, increase their coordinated efforts to jointly advocate on ending VAWG	Total	NA	Achieved
Outcome	Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG.	None	Not achieved	In progress
Output	Indicator 6.1.2 Number of official dialogues about ending VAWG with relevant government authorities that include the full participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination, within the last year.	None	Achieved	Achieved
Output	Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year	None	NA	Achieved
Output	Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year.	None	Achieved	In progress