Spotlight Mid-term Assessment Report using ROM review: Volume 1

Revision of the ROM Type def	**Projects and Programmes**
Project title	*El Salvador Spotlight Mid Term Assessment*
Reference	
EU Delegation in charge	*El Salvador*

Key information				
Domain (instrument)	Region: Latin America			
DAC Sector	Human and social development: "Gender equality".			
Zone Benefitting from the Action	Country: El Salvador			
Type of Project/Programme	Geographical			
Geographic Implementation	Single country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	USD 7,595,383			
Project Implementation Dates	**Start date**	1 December 2018	**Completion date**	30 November 2022
ROM expert(s) name(s)	Margarita Sanchez, Xenia Serrano, Marta Medina			
Field phase	**Start date**	15 December 2020	**Completion date**	15 March 2021

Scoring overview: **green (good)** **orange (improvements needed)** **(Serious deficiencies)**

	1	2	3	4	5	6
Relevance	🟢	🟢	🟠	🟢	🟢	🟢

	7	8	9	10	11
Efficiency	🟢	🟢	🟢	🟢	🟢

	12	13	14
Effectiveness	🟢	🟢	🟢

	15
Sustainability	🟢

People interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	2	NA
Partner country government	14	12
UN agencies	22	12
CSO reference group	3	8 [1]
Implementing partners	10	16
Final Beneficiaries	34	3
Others	20	53

Key documents	Number
Essential documents	138
Other documents	5
Total	143

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[1] Of the implementing partners, 8 are members of the CSO Reference Group.

Introduction

Field work for the mid-term assessment (MTA) of the Spotlight Initiative in El Salvador started on 15 December 2020 and has concluded with this first draft report on 18 February 2021. The timeframe under evaluation includes the work plan from 1 January 2019 to 31 December 2020. For the purposes of this evaluation, the following interpretation has been taken as the assessment for each section:

Table 1. Grading reference table for criteria and monitoring questions

Qualitative	Description
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. Nevertheless, necessary improvements do not require a major revision of the intervention logic and implementation arrangements.
Serious deficiencies identified and major adjustments needed	There are serious deficiencies, which if not addressed, may lead to failure of the project or programme. Major adjustments and revision of the intervention logic and/or implementation arrangements are necessary.

Background

The Spotlight Initiative in El Salvador was approved in April 2019 by the Spotlight Global Operational Steering Committee and in May by the government of El Salvador. It is framed with the purpose of eliminating all forms of violence against women and girls and in the reduction of femicides and femicidal violence. In El Salvador, 386 homicides of women and 232 femicides were reported in 2018, which dropped to 117 homicides of women and 113 femicides in 2019[2], which according to sources[3] places El Salvador among the countries with the highest rates in Latin America. It is in that sense that the programme addresses the most critical barriers that prevent victims/survivors of violence and their families from exercising their rights; as well as seeking actions, care services and immediate response for the protection of potential victims, using long-term solutions that will strengthen the skills and transformations necessary to save lives. To this end, a theory of change was formulated involving the six pillars of the Spotlight Initiative (Spotlight Initiative): 1) legislation and policies, 2) institutional strengthening, 3) prevention of violence, 4) available, accessible and acceptable quality services, access to quality services, 5) reliable and quality information, 6) support to civil society organisations and women's movements.

The main actors involved in implementation are leaders from the United Nations System (UNS) in El Salvador, through the Resident Coordinator's Office (RCO)/Coordination Unit (UC) and the recipient agencies (RUNO) UNICEF (implementing pillars 1, 2, 3, 4 and 6), UNFPA (pillars 3, 4 and 6), UNWOMEN (all pillars) and UNDP (pillars 2, 3, 4 and 5). The main governmental counterpart is the Salvadoran Institute for the Development of Women (ISDEMU), the lead agency for Violence against Women (VAW), and at the operational level the institutions of the justice sector (Attorney General's Office (FGR), National Civil Police (PNC), Supreme Court of Justice (CSJ)), the Legislative Assembly (LA), and the Ministry of Education, Science and Technology (MINEDUCYT). From civil society, the feminist movement, masculinities networks, faith-based organisations and universities participate. Implementing partners are international NGOs (PLAN International, OXFAM America, EDUCO, among others). Coordination was

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[2] Source: Homicide and femicide reports with standardised data, DIA, MJSP, 2018, 2019.
[3] Gender Equality Observatory/ feminicide. Oig.cepal.org

established with local governments and international non-governmental organisations (NGOs) and women's NGOs as implementing partners (IPs).

A governance structure was also established which has ensured the coherence of the programme and the implementation of the Work Plan. This structure comprises, among others, the Steering Committee, the Technical Committee (in which representatives of the EU Delegation in the country participate) and the National Civil Society Reference Group (GNRSC in Spanish). A Coordination Unit (CU) was also established in the Office of the Resident Coordinator (RCO) and staff was recruited for this unit and for the Technical Coherence Unit (TCU). A communications team was also established, composed of communications officers from the RUNOs, led by the RCO's communications officer, and sometimes also involving communications staff from the EU Delegation.

Purpose and objectives of the mid-term assessment

The purpose of the MTA is to evaluate the programme at country level as soon as it reaches the end of Phase I with the disbursement of 70 percent of the total funds, to take stock of where the Spotlight Initiative (Spotlight Initiative) stands in relation to the initial Programme, to provide a *snapshot* of the implementation of the Spotlight Initiative in El Salvador at a given point in time; to provide stakeholders with information on project performance; to contribute to future project design with lessons learned; and to test the Programme's theory of change. The specific objectives are to assess the relevance, efficiency, effectiveness and sustainability of the Country Programme, based on the agreed MTA questions, and to formulate relevant recommendations to improve subsequent project implementation.

According to the terms of reference, the MTA uses the European Union's (EU) results-oriented monitoring methodology (ROM) as an approach to ensure that results are comparable (across countries) and easy to interpret. However, the questions to be answered for the MTA are different from the standard questions of the ROM methodology and were agreed in advance by the EU and the Spotlight Initiative Secretariat. The 15 questions in the MTA are grouped by relevance, efficiency, effectiveness and sustainability, which are the main headings for the rest of the report.

The research period for the MTA was from 15 December 2020 to 15 February 2021, developing the quantitative and qualitative methodological strategy through document review, online survey, key informant interviews, and focus groups. This report is composed of two documents. This document, Volume 1, presents the main text of the report. Volume 2 presents additional tables and graphs.

Limitations and measures taken by the MTA:

- The main **technical limitation** has been the lack of an annual report closing the evaluation period and providing formal financial and technical information as a basis for the analysis of efficiency and effectiveness. The information available had a three-month time lag between the technical progress information and the budget execution. The sources of information were the Third Quarterly Report 2020 for technical progress, and the RUNOs provided overall financial and activity information up to December 2020. A methodology was developed to consider as an indicator of implementation progress that would incorporate technical and financial components, and categories were established to describe the level of progress. This is described in questions 7, 12, and 14. This information was triangulated with information on activities obtained in interviews with the RUNO coordinators.
- Due to **meeting and mobility restrictions** imposed in response to the COVID-19 pandemic in the country, field visits to public institutions, beneficiary municipalities, partners and civil society organisations (CSOs) were not possible. To compensate for this, 33 individual and group interviews were conducted virtually, with the defined sample. Extensive review of documents

generated by the project was completed and triangulated with responses to the online survey. The results were shared with the Technical Committee and in an open meeting with stakeholders in a debriefing meeting; and in a validation meeting with the executive director of ISDEMU and officials from ESCO and the Gender Unit of the Ministry of Foreign Affairs.

- **It was not possible to measure the progress of the Initiative through its indicators** because certified data measuring progress against the indicators and milestones for 2020 were not available during data collection. Qualitative information on activities conducted in 2020 was obtained from document review, key informant interviews and focus group discussion. The absence of comprehensive and quality assured monitoring data in time for the Mid-term assessment review constitutes a limitation for the assessment, which the Spotlight Secretariat should consider in future exercises. For 2020, the evaluation weighted progress with the methodology described above.

- For the **virtual interviews, public sector informants**, especially members of the Legislative Assembly, had little time available due to the election campaign period.

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B. RELEVANCE

1. Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?

| ☒ Very good - Good |
| ☐ Problems |
| ☐ Serious deficiencies |

In the design and implementation of the Spotlight Initiative in El Salvador, the principles of the Spotlight Initiative have been incorporated into the implementation mechanisms. The principle of participation is an integral part of the joint working strategy; and the gender approach is an integral part of the Theory of Change and the technical coherence analysis. During the implementation of the interventions, emphasis has been placed on the mobilisation and networking of all stakeholders, and the programme developed is comprehensive, articulated and coordinated in addressing the goal of eliminating Violence Against Women and Girls (VAWG) from all aspects and crossing points (represented by the six pillars of the Spotlight Initiative). This involves carrying out activities to promote changes and adaptations within legal, policy and institutional frameworks, in service delivery, as well as in the way of working and relationships between institutions and partners.

Each outcome is a fusion of the development agendas with the Sustainable Development Goals (SDGs) and their focus on equality, providing a rights framework that aligns with the programme and addresses one of the main causes of inequality and discrimination of women and girls and an obstacle to the country's sustainable development.

Leave no one behind principle

In line with the guiding principles of the Spotlight Initiative, the country focuses efforts on two fundamental principles - equality and non-discrimination - that underpin the concept of "leaving no one behind". For the Spotlight Initiative in El Salvador, this means going beyond simply declaring intentions and adopting a semblance of equality and inclusion. It requires an analysis of the differentiated causes of inequality and discrimination.

From the design stage, the RUNOs began with bilateral consultation processes with government institutions, followed by consultations with a variety of actors to identify women in the life cycle as the target group, applying a cross-cutting approach to gender, human rights and life cycle. This would make it possible to identify variables of discrimination that could result in exclusion. Inquiring about the groups that have not yet been reached directly through the Initiative, informants identified women and girls with the following characteristics: being from the rural sector, being indigenous, having various disabilities, being deprived of liberty, living in communities dominated by gang groups, being internally displaced, trans women, being elderly: "*The inclusion of LGBTI people is still a process that has been difficult to raise. In terms of technical assistance, this include issues linked to ensure that the service or reform takes into account the needs of groups that have been left behind*" [KII UC/UCT]. On the other hand, the project activities have created visibility and given preference to the theme of access and empowerment of girls and adolescents.

The need has been identified to also reach other vulnerable groups such as indigenous peoples; children with intellectual disabilities; lesbian, gay, bisexual, transgender, intersex (LGBTI) people; sex workers; women deprived of their liberty; women in gang-dominated communities; victims of sexual violence and teenage pregnancy; and in general women in rural areas and those working in the informal sector. The

main constraint in broadening inclusion to these groups is the financial resources available in budgets for specialised programming.

Among the measures taken, some RUNOs developed educational products specifically aimed at persons with disabilities, printing them in Braille and the visual ones included Salvadoran sign language. This product will remain with MINED and will be available to any other body that wants to implement it. In addition, sign language interpreters were included in the lecture series.

Human Rights and Gender Approach

It has been confirmed that the interventions seek to empower women and girls and strengthen their capacities to claim their rights. Furthermore, they address national development priorities and strengthen national capacities for policy formulation and implementation. Interventions strengthen, support and engage the women's movement, as well as organisations that support civil society participation and a multi-stakeholder approach; they also include organisations involving men and boys, faith-based organisations and the media, which play a vital role in promoting gender equality, advocating against violence and developing innovative prevention and survivor responses.

Territorial work has also boosted the Initiative's reach, allowing direct contact with the population and municipalities, creating strategic alliances for continuity. According to informants, the dynamics of the populations are now better known, and more operational actions can be incorporated into these projects, no longer with a desk-based approach, but rather by approaching priorities in the field, and with programmes focused on the empowerment and training in human rights of the beneficiary population.

The different themes, programmes, instruments and strengths, by their mandate have focused on human rights and prevention of gender-based violence (GBV) as a common theme as seen in Comprehensive Sexuality Education (CSE).

Culture of prevention

Outcome 3 strongly promotes a culture of prevention aimed at young people and their families in school settings. According to reports reviewed, in the work being developed, fathers and male teachers have the lowest levels of participation[4], due to the prevailing patriarchal culture and economic factors.[5] To help overcome this, the theme of new masculinities has been introduced into the programmes of this pillar. With the advent of the COVID-19 pandemic and the transformation to virtual media, it has been found that a larger audience is being reached (due to geographical expansion), however, it has been necessary to overcome some factors of exclusion in access to programmes, particularly for poor children and adolescents and in rural areas, where children and adolescents have expressed limitations to their participation for the following reasons: limited access to technology, in some areas because the signal is intermittent, and limited economic resources (due to not having sufficient funds). To overcome this, the programmes have provided *tablets* to replicators, and have provided credit for connection time to the beneficiaries.

Working together

A strategy has been developed that includes mechanisms, roles and responsibilities for engaging different key actors on the issue of ending VAWG. It involves CSOs, RUNO agencies, municipalities, central government institutions and in particular feminist and grassroots women's organisations. Coordination is also carried out between RUNOs, between the RCO-UC and the Delegation of the European Union for some actions, and in a greater joint effort to display messages on social networks, including the

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[4] UNICEF 30112020. OXFAM.
[5] Conflicts with working hours.

participation of women's organisations and government, which allows for the prioritisation and final content of the processes. For more information see question 2.

Key findings:

- The programme has incorporated the IS principles of "leaving no one behind", focusing on human rights and gender, "working together" into the way it works.

- Actors interviewed recognise that there are groups with violated rights that are not being reached sufficiently, and these are indigenous peoples, children with intellectual disabilities, LGBTI people, female sex workers, women deprived of liberty, women in gang-dominated communities, victims of sexual violence and teenage pregnancies, and in general women in rural areas and those working in the informal sector.

- They also recognise that, in order to identify and reach groups most vulnerable to GBV and femicide, additional resources are required to develop programmes that reach their spaces, and mechanisms that provide services in a way that is appropriate to their specific condition. This is in addition to preparing staff to know how to provide inclusive care to those who access existing services.

- The organisations of these groups generally do not work formally and have few resources. It is difficult for them to meet the requirements of the Spotlight Initiative in El Salvador to be able to compete for the opportunities it provides. Intermediate mechanisms are needed to allow access through organisations that have developed the expertise to participate at the Spotlight Initiative in El Salvador level.

- In the first phase of the programme, the applied strategy aimed to identify the factors of greatest vulnerability to ensure inclusion. The experience of the first phase has identified that there are some groups that have not been reached by the current strategy, so for the second phase steps can be taken to initiate proactive inclusion measures, both cross-cutting in the programme and equity measures to work with groups that have already approached the programme (e.g. organisations of sex workers, transgender women, rural women).

- The pandemic created a constraint that was transformed into an opportunity, using virtual media to reach the groups directly involved. This resulted in expanding geographic coverage at no major cost, and provided lessons learned about access barriers such as poor or no signal quality in rural areas, lack of equipment to connect, and insufficient funds to pay for the balance to stay connected. During the pandemic emergency, this was addressed by reallocating resources from face-to-face activities to these costs. However, in the future, the regular use of virtual methods will need to take these factors into account and include them in budgets to ensure access and leave no one behind.

Recommendations:

- To strengthen the application of the principle of leaving no one behind, the Spotlight Initiative in El Salvador must develop and adopt an internal policy on the prevention of gender-based violence and the inclusion of groups of people most vulnerable to gender-based violence and feminicide.

- This internal policy should have a line of action to mainstream inclusion and non-discrimination in the provision of services and to promote it in all trainings, consultancies and technical assistance that Spotlight Initiative in El Salvador provides to public institutions. This implies that it must also be complied with by implementing partners. This line of action has broad implications, from collecting data on the type of vulnerability of people served, sensitising staff to adapt their

practices to the specific requirements of this type of user, knowledge management to develop good care practices with each group, among others.

- Another line of action should promote equity actions. Considering the assumption that empowered population groups will seek the restitution of their rights, an approach could take as a starting point a pilot activity to empower women's groups that already have an approach to the Spotlight Initiative in El Salvador and are lagging behind. This activity would aim to provide "learning-by-doing" to strengthen their organisational development, legal formalisation, financial self-management capacity, and especially training of trainers to empower their members on issues of self-esteem, human rights, legal framework for equality and a life free of violence, advocacy, transparency and accountability of public programmes, i.e. the aspects that have been developed in Phase 1. This could be implemented through a *subgrant* mechanism, with grants provided to women's organisations that have the capacity and desire to carry out this organisational strengthening, remunerating their technical assistance and advice and the administration of the *subgrants*.

- At the administrative level, inclusion requires the development of more flexible administrative processes that facilitate the participation of informal groups.

- With the limited resources of the second phase, it is recommended to implement cross-cutting measures and identify an area of opportunity to work on organisational strengthening as a long-term equity strategy, generating a methodology and good practices that can be replicated through other public institutions, organisations and donors.

2A. Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved? **2B. Are programmes implemented in line with the UN System reform?**	☒ Very good - Good
	☐ Problems
	☐ Serious deficiencies

2A. In effect, the outputs are aligned with the RUNO mandate and priorities.

The United Nations Development Assistance Framework (UNDAF) 2016-2020 for El Salvador defined five development outcomes framed as areas of cooperation, among which there are three to which the Spotlight Initiative contributes. These are: DEVELOPMENT OUTCOME 1: The population enjoys improved universal and equitable coverage and access to quality basic goods and services, where the Spotlight Initiative in El Salvador contributes to improve those special services for victims of violence against women, girls and adolescents (VAWG). DEVELOPMENT OUTCOME 3: El Salvador enjoys new essential country consensuses that enable the population and the most vulnerable and excluded people to enjoy the full exercise of their rights. The Spotlight Initiative in El Salvador works in a priority area for the country, which is violence against a vulnerable and invisible group, namely women and girls. DEVELOPMENT OUTCOME 5: women and men live in safer environments under equitable and egalitarian power relations and with access to justice. Spotlight Initiative in El Salvador contributes to this with prevention pillars and services such as shelters for victims of VAWG.

The agencies that participated in the Spotlight Initiative in El Salvador, because of their mandate and their work in the UNDAF, are the most appropriate for the issues that have been worked on. Their strengths,

allocated budgets, contribution and role in the coordination and implementation of the Spotlight Initiative in El Salvador are presented in the following two tables.

Table 2. RUNO participants, roles and resources allocated in the Spotlight Initiative in El Salvador.

RUNO	Allocated budget	Contribution of the agencies	Total per agency	Agency role
UN Women	$1,802,434	$276,551	$2,078,985	Technical coherence advisor to RCO and RUNO, for its mandate on women and girls. Works to eliminate discrimination against women and girls. At UNDAF, works on the issue of safe environments. In the Spotlight Initiative in El Salvador, works on all pillars, and is especially important in working with the Legislative Assembly.
UNDP	$2,246,456	$19,400	$2,265,856	By its mandate, it strengthens the capacities of public institutions for the achievement of the SDG 2030. In the UNDAF it works on the three outcomes mentioned above, and in the Spotlight Initiative in El Salvador it is the main responsible for pillar 2 (strengthening capacities of justice sector institutions), 4 (improving access to justice services) and 5 (Data) as it manages the INFOSEGURA database and does the research to produce the country's Human Development Report. It has a specific action in Pillar 3.
UNFPA	$1,580,809	$79,433	$1,660,242	It promotes reproductive health, gender equality and population rights. In the UNDAF it works on several themes: basic services, democratic governance and public policy, resilience (emergencies), and safe environments. In the Spotlight Initiative in El Salvador has concentrated its efforts on pillars 3 (prevention for safe environments and teenage pregnancies), 4 (improving the quality of essential services for victim care, and response to the COVID 19 emergency), and 6 incorporating Faith Based Organisations (FBOs) in VAWG prevention and fostering a network of masculinities.
UNICEF	$1,570,299	$20,000	$1,590,299	Its mission is the protection of children's rights and has a work focus in the UNDAF that coincides with the Spotlight Initiative in El Salvador, which is to promote safe environments, and to promote girls' rights and protection against VAW and femicide. It implements actions with an emphasis on pillars 1 (laws), 3 (prevention for safe environments), and 4 (services), with specific action on pillars 2 and 6.

Table 3 shows the RUNO´s role in the coordination of the pillars of the Spotlight Initiative in El Salvador and in the implementation of activities.

Table 3. IS ELS. ROLE OF RUNOS IN PILLAR COORDINATION AND ACTIVITY IMPLEMENTATION

Result/ Pillar	Pillar Coordinating Agency	Implementing Agencies
1 Legal frameworks and public policies	UNICEF AND UNWOMEN	UNICEF, UNWOMEN, UNDP, UNDP
2 Institutional strengthening	UNDP	UNDP, UNDP, UNWOMEN, UNICEF
3 Prevention and social norms	UNICEF	UNICEF, UNDP, UNDP, UNWOMEN, UNFPA
4 Quality services	UNFPA	UNFPA, UNDP, UNDP, UNWOMEN, UNICEF

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| 5 Data management | UNDP | UNDP, UNWOMEN |
| 6 Women's movement | UNWOMEN | UNWOMEN, UNFPA, UNICEF, UNICEF |

Therefore, the Initiative's outputs are aligned with the mandate of UN agencies and the capacities of participating agencies. The Spotlight Initiative in El Salvador activities respond to the particular needs and priorities of the country and advance the achievement of the SDGs. In addition, in-country, the Spotlight Initiative in El Salvador has provided the opportunity for RUNOs to work in coordination in developing the proposed outputs by fostering and providing administrative support for inter-agency and stakeholder cooperation.

2B. Reform of the United Nations

There are some aspects of each of the three pillars of UN reform that have been seen in the work of the Spotlight Initiative in El Salvador. For example:

Development reform: The issue of *efficient process for planning, management, monitoring and reporting of programme delivery with joint support*[6] *is reflected in the joint working strategy complemented as a means of verification by the Technical Coherence Unit*. This strategy formulates coordination spaces for each level of decision-making, with roles and functions of each space and its members; each body produces inputs for the other as it moves up the hierarchy. It ensures the participation of all actors in different spaces and there is a space to articulate, complement and build consensus, which is the Technical Committee, and finally a decision-making space with all other actors involved at the highest level, ensuring consensus and participation, which generates ownership of the programmes.

Management reform: This reform refers to *a more streamlined and decentralised process, where responsibility for implementing mandates is aligned with the authority to manage resources, where decisions are made at the point of mandate delivery and where policies and procedures are simple and streamlined*. The evaluation found that the management and controllership process of the Spotlight Initiative in El Salvador is decentralised and promotes the autonomy of the implementing entity at all levels. It is based on a system of accountability whose mechanism is the work plan with its established time, results and budget targets, and reported quarterly to the Steering Committee and the Spotlight Initiative. It was observed that this mechanism is also applied with the implementing partners, who report against targets and budgets in work plans prepared for the component they implement. They use a simple format where they report targets, results and challenges. Similarly, RUNOs have autonomy to make decisions on the approved work plans and budgets for their activities as long as they do not modify the outputs planned in the annual plan. Since the roles and functions are already defined by the joint work strategy, and the goals and resources have been defined in the work plan approved by the Steering Committee and the Spotlight Initiative, within these limits each implementer has autonomy and decision-making power on how to execute and how to respond to the challenges it encounters. Despite this latitude, it was observed that in practice there is constant consultation between technical staff of the RUNOs, between staff of implementing partners who frequently consult with the RUNO coordination that has contracted them, between the CU and the RUNOs, and between the institutions and the RUNOs with whom they work. In other words, to achieve the efficiency and effectiveness demonstrated by the Spotlight Initiative in El Salvador, despite the external and internal challenges faced, it is necessary that this system of work plans, budgets and reports, with the autonomy they confer, be accompanied by a process of constant communication to keep all actors informed and to consult when decisions have to be made that may affect the outcome.

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[6] Retrieved from https://reform.un.org/

Peace and security reform: It is possible to visualise some elements of this reform applied in the programming of the Spotlight Initiative in El Salvador, *such as prioritising prevention and aligning it more closely with the development and human rights pillars*. The Theory of Change and Pillar 3 aim to achieve national consensus, and Pillar 3 promotes prevention through training programmes to transform the culture towards one of peace with respect for human rights, in particular gender equality, as a means to eradicate gender-based violence that leads to femicide.

For these reasons, it is concluded that in the spirit and many of the practices of the Spotlight Initiative in El Salvador, this Spotlight Initiative has been designed and is being implemented in accordance with the UN reforms. The Spotlight Initiative in El Salvador has optimised the strength of the UN system and its advocacy capacity with the country's government institutions to advance the issue of eradicating VAWG and femicide.

The combined experience and institutional social capital that each RUNO had developed was put at the service of Spotlight Initiative in El Salvador, as well as the work that each had been developing. The UNS in El Salvador has taken advantage of the Spotlight Initiative to accelerate the resolution of bottlenecks that, due to a lack of capital and of building large alliances, had not been managed in the country in the past (for example, the reform of laws to harmonise them with the Special Integral Law for a Life Free of Violence (LEIV), guidelines to regulate inter-institutional articulated work, the equipment of units that carry out investigations or provide primary care to victims who come forward to denounce). The Spotlight Initiative in El Salvador has helped to mobilise many allies on this sensitive issue. It also took advantage of the strategic coordination of the Initiative to bring to the table a wide range of public institutions, academics, international NGOs, as well as feminist women's organisations and other civil society allies who had been working on their own. With much initial effort, a joint vision has been achieved to date, both programmatically and in terms of visibility to external audiences. [7]

Although the evaluation has perceived that the Spotlight Initiative in El Salvador team (RCO, UC, RUNOs) work well and relate in a warm, participatory and coordinated way with the other actors to implement the Initiative in an integrated manner, according to their testimonies this was not easy at the beginning and has required a high investment of time in meetings and transmission of information. This is also the perception of the other actors involved in the Initiative and the beneficiary population interviewed. They indicated that this has been possible to a large extent thanks to the active and very efficient role played by the UC of the programme in the country, to whom different informants in several individual and collective meetings expressed great gratitude for their work.

The coordination structure is too small for the extensive inter-agency coordination effort that needs to be ensured. The teams within the RUNOs are similarly understaffed in relation to the number of actions that need to be implemented. They should have more support in accounting and monitoring. Staff dedicated to coordination cannot cope with the communication tasks of coordination and responding to requests for information from their own agencies in addition to Spotlight Initiative and the technical work that is their primary function. Nor do they have time to pause and reflect on how best to manage these information processes both with their own agencies (regional and headquarter level) and with the Spotlight Initiative, so they simply take on extra hours of work, doing what is asked of them, apart from the tasks in the work plan.

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[7] Mid-year narrative progress report -January/June 2019

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Key findings:

- The Joint Working Strategy and the Technical Coherence Unit are two tools developed by the Spotlight Initiative in El Salvador that make UN reform a reality and put it into practice.

- To maintain the pace of implementation demonstrated by the Spotlight Initiative in El Salvador, it is necessary that this system of working together with tools such as work plans, budgets and reports, and the autonomy they confer, be accompanied by a process of constant communication. This requires devoting a high proportion of the level of operational effort to meetings and other forms of information exchange, not only to report on progress, but also to coordinate and articulate efforts and to be able to respond quickly to challenges that arise, such as the COVID-19 pandemic, and the delay in the implementation of activities and budget that this caused. In these situations, these practices resulted in a joint response to the emergency, in order to attend to the most affected population.

- With that pace of work, there is no time available for them to pause and reflect on how best to manage the demands of the reporting processes with their own agencies (regional and headquarters level) and the Spotlight Initiative, so they simply take on the extra hours of work, fulfilling what is required of them, apart from the tasks in the work plan.

- The coordination structure is too small for the extensive inter-agency coordination effort that must be ensured.

Recommendations:

- It is recommended that the Spotlight Initiative in El Salvador team (RCO, UC, RUNOs), before designing phase 2, take some time to analyse information sharing practices for the Spotlight Initiative in El Salvador, for their own agencies and for the Spotlight Initiative Secretariat, and formulate more effective and efficient practices that they can implement in the second phase, agreeing protocols with their own agencies and the Spotlight Initiative Secretariat regarding the handling of Spotlight Initiative-related information, in order to reduce the level of effort invested in these tasks by both the UC and the RUNO coordinators.

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3. Does the action presently respond to the needs of the target groups / final beneficiaries? Are the necessary consultations taking place with key stakeholders?	☐ Very good - Good
	☒ Problems
	☐ Serious deficiencies

Does the action currently meet the needs of the target groups/end beneficiaries?

The Spotlight Initiative in El Salvador programme, according to focus group testimonies, is strengthening services and providing programmes that are considered useful and have empowered the final target groups at risk of VAWG with knowledge on rights for self-protection. Annex 4 presents excerpts from the testimonies given by participants in the focus group discussions. We summarise what was expressed in these discussions below:

- **The programme has been useful and has helped survivors of violence to take care of themselves and defend themselves better**. *"...most of us who have been violated, it has helped us to take care of ourselves, to defend ourselves as people and human beings; and I put it into practice with my daughter*

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who was experiencing economic violence in her home and I replicated the knowledge; and my daughter became empowered, and she knew, and she asserted her rights and we managed to get him to help her with feeding my granddaughters. "

- **The services provided by IS ELS respond to the needs of the beneficiaries**: "...*they received us well at the comptroller's office and did not discriminate against us, and they answered concerns and clarified a lot of questions. The PNC and PGR were also kind and explained the geographical area of actions, for example, in Juayua, which has no FGR and the PGR does not help there".*

- **However, there is still a need to** strengthen the care units and specialised courts: *"the PNC (National Civil Police), the place is not adequate to attend to victims, everything is in disarray, and that specialist treats ... and they say they have a shelter for the women to stay there, but it cannot be more than two nights and there are bad conditions, they do not offer them kits, and there is a fund that is destined for that but they do not use it, and it was in San Salvador...".*

- **Adolescents have become more aware of their rights when their rights have been violated.** The culture of peace programmes with human rights training have interested them, they have replicated their knowledge with other young people, and they recommend that OXFAM and EDUCO organise volunteer networks with the young people they have trained, as they consider that the facilitators and the knowledge they transmit in the framework of these programmes are useful to them.

- **The work carried out by Spotlight Initiative in El Salvador on the issue of masculinities is highly appreciated:** "*It helps us to deconstruct the patriarchal macho learning that we learnt from childhood and that we continue to reproduce. We want to stop these behaviours. We have to put a stop to violence. With the teaching of (name) we get to have good practices to begin to eradicate those socio-cultural patterns. Those gender constructions that we had been given, even towards other men*".

These testimonies (and others included in Annex 4) validate the needs found in the consultation stage for the design of Spotlight Initiative in El Salvador in 2017, and demonstrate that women as direct beneficiaries are taking advantage of the programme by strengthening their capacities and replicating their knowledge with other women, that adolescent girls are learning to protect themselves and want to take that message to others, that men who have learned about masculinities have transformed their thinking and see the potential to change those behaviours.

They also show that the task of transforming the institutional culture of the entities that must provide protection, such as the PNC, still has a long way to go to ensure that services are provided in a uniform manner with the same high quality, respecting the rights of the population. Spotlight Initiative in El Salvador has made progress in formulating guidelines and roadmaps, and in developing training programmes that have been institutionalised to be replicated with the rest of the personnel in the PNC, the FGR, the CSJ (special court judges), and a small number of people have been trained in the initial cohorts. This is a beginning, and the impact will not yet be felt except in the places where the trained people work.

Are the necessary consultations with key stakeholders taking place?

In the design stage, an extensive consultation process was carried out, in which the Delegation of the European Union also participated. Starting bilaterally with the counterpart public institutions, and later, to identify requirements and priorities to respond to the terms of reference (TOR) "*With ISDEMU and CONNA, governing bodies, it was important because with them the process of national priorities was defined, the concrete requirements from the governing bodies. This set the tone for all the support that is incorporated in pillars 3 and 4, in the areas of prevention and essential services, which fundamentally arose*

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from this discussion".[8] Formal spaces for consultation were then established, such as the space with public institutions (ISDEMU, CONNA, Ministry of Foreign Affairs and the former Technical Secretariat of the Presidency) led by the former Vice-Ministry of Cooperation. Consultations were also held with civil society organisations and academia, as well as with feminist organisations and women's organisations, LGBTI organisations, people with disabilities, among others.

In terms of the needs of the target groups/final beneficiaries, reliance was placed on the testimonies of organisations representing vulnerable sectors, but there was no direct consultation with individuals from these sectors. Reliance was placed on representativeness to express their interests. No formal mechanisms were identified for regular or occasional consultation on the needs of these people. For this reason, it is inferred that the programme responds to the needs of the final target groups, but there is no documentation from primary sources as to what these priority needs are.

The National Civil Society Reference Group (GNRSC) incorporates individuals who were identified by organisations from various sectors to be invited to represent their interests in this group. Those who accepted did so in their personal capacity. It includes representatives of youth, indigenous people, people with disabilities, LGBTI, among others. One very active representative is the leader of a sex workers' organisation. During the evaluation, she participated in all open meetings and actively expressed the need to strengthen her organization and members' organisational capacities, to manage resources and to provide training on institutionalised discrimination and ways to raise their self-esteem. However, her inclusion as a representative on the GNRSC of the Spotlight Initiative in El Salvador has not resulted in a response to these needs, except on an ad hoc basis in solidarity with colleagues in the group. This case has illustrated how administrative barriers and the design of the initiative in Pillar 6 have resulted in not being able to open up access to empowering sex workers when the group has no legal status, members are poorly educated, and they have few financial resources.

At the level of field work during programme implementation by implementing partners, the needs of the beneficiary population are collected in the evaluations that are carried out at the end of training activities. There is no established mechanism that can be applied at all levels to regularly collect inputs from groups affected by GBV.

This evaluation, through the focus groups, and the support of the RUNOs to contact their implementing partners, was able to access some people (adult and young women and young adult and young men, adolescents of both sexes) who have participated in programme activities and validate that the programme is useful, although the support services of some institutions such as the PNC, which are being strengthened, still require attention. The testimonies (see Annex 4) demonstrate that the needs of these groups are being addressed. For example, according to ISDEMU, as a result of the COVID-19 pandemic, one need expressed by VAWG victims at household level has been to improve their economic autonomy. This is a need that some testimonies mention as an achievement of their participation in the programmes.

Key findings:

- The programme is addressing the needs of the different beneficiaries:

    o For women, care services and capacity-building activities in social control have improved their capacity for self-protection by making them aware of their rights and where to go to report and receive care. Despite this, the attention they have received from justice sector institutions has been deficient.

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[8] Technical Coherence Unit, 22 January 2021

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- o Adolescent informants in the focus group reported that they know their rights better and that they have replicated their knowledge with other young people.

- o The masculinities programme has enabled men to recognise the problem, and in the case of pastoralists, to take responsibility for their role in society, and to promote change.

- There are no established mechanisms for regular consultations with the population directly affected by VAW. In general, the care provided is not differentiated according to vulnerable groups, with the exception of UNICEF, which has been supporting the creation of differentiated victim services for girls and boys.

- Although attention at the individual level through public institutions and CSOs and NGOs is reaching the beneficiary population, at the level of organisations of groups most vulnerable to gender-based violence and feminicide, such as sex workers, they have not been able to have access in the Spotlight Initiative in El Salvador to an organisational strengthening that would allow them to initiate a claim for their rights as a vulnerable group.

Recommendations:

- Encourage implementing partners of training programmes with young people to include the organisation of networks of volunteers who can replicate the knowledge they have learned with their peers in the communities.

- Prioritise support to justice sector institutions in order to support interventions to improve services for survivors of violence.

- The Spotlight Initiative in El Salvador should develop a strategy and action plan to conduct direct consultations with people affected by or at risk of gender-based violence about their priority gender-based violence needs and the services they do or do not receive from institutions supported by the Spotlight Initiative in El Salvador.

- During the preparation of phase 2, assess whether it is possible to bring the services that passed the piloting stage to regions that have higher rates of VAWG and femicide and are not currently being supported.

- Recommendations 3 and 4 of Question 1 are reiterated, regarding the need for actions to strengthen the organisational capacity of the groups most vulnerable to gender-based violence and femicide.

4. Do all key stakeholders still demonstrate effective commitment (ownership)?	☒ Very good - Good
	☐ Problems
	☐ Serious deficiencies

Context update at State level

The context in which the Initiative is being developed, with a change in government administration in 2019, resulted in continuous changes in the authorities of different institutions in the Executive Branch, such as ISDEMU and CONNA, key partners for the programme. This has required a greater coordination effort to ensure that work processes are not interrupted. It should also be noted that the national and international alert situation due to the COVID-19 pandemic has had an impact on the Initiative's

government counterpart institutions, especially those whose priority, due to the nature of their services, is to attend to the emergency (for example in the areas of health, education and security), leaving other already programmed actions in the background, which necessarily led the Initiative to rethink some of its work strategies.

In the survey, civil society actors say that they perceive that, on women's human rights issues, at the governmental level, *"the necessary attention is still not being paid"*, and that *"gender mainstreaming work has regressed in all the institutionalism that had been achieved, to which the women's movement and the UNS had contributed, and now there is a great risk of going backwards"*.[9]

Central government

The public institutions of the executive branch of government that are counterparts of the Spotlight Initiative in El Salvador, at the technical staff level, have continued to demonstrate an active commitment to the issue and the activities of the Spotlight Initiative, and to be aware of the need to reduce the cases of VAWG that increased with the arrival of the COVID-19 pandemic. This technical commitment has been seen throughout the programme, even with the change of government administration, which has allowed us to continue with the commitments acquired during the previous administration, closely following up on the programmes and activities that are or should be implemented. In recent months, there has been a cancellation of organised meetings with the agencies for the follow-up and fulfilment of goals. However, programmes such as Ciudad Mujer, Ciudad Mujer Joven, the VAW survey and the annual report continue to be implemented, which are institutional activities that are generally financed partially or totally with aid support.

In Pillar 3, MINEDUCYT, the Gender Unit is fully committed to the implementation of CSE/EIS in the education system. This is part of their institutional work plan, which started with FOMILENIO and has continued with the support of Spotlight Initiative in El Salvador and will continue as part of the institutional plan. They participated in all evaluation consultation meetings.

Similarly, in Pillar 4, UNICEF reports that the Ministry of Health has been one of the most affected in its contributions because it is on the frontline in the fight against the COVID-19 pandemic, its time is very limited; however, it participates with essential care services as much as possible. No activities are delayed because of them.

In the judicial sector, the Supreme Court of Justice (SCJ) through its counterpart unit has also demonstrated a strong commitment to achieving its goals and is taking advantage of the Spotlight Initiative in El Salvador to promote VAWG and gender equality within the same institution. The Legislative Assembly is also a strong ally of Spotlight Initiative in El Salvador in the legislative triad.

At the municipal government level

To date, the commitment of the three municipal governments is evident and high. However, with municipal elections at the end of February, these authorities and those of other municipalities of interest could change. The risk of a change is that generally, key personnel change if the mayor changes, and the work restarts from scratch with the municipalities.

Representatives of the beneficiary municipalities affirm that the entire Spotlight Initiative in El Salvador project responded to the specific needs of their respective territories and see the importance that this had in the different activities developed, especially in the new work proposal in the COVID-19 Plan and in the communications strategy. The Spotlight Initiative in El Salvador continued to reinforce the work that was

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[9] Evaluation survey, 2021.

being developed with UN agencies, and this has contributed greatly to strengthening compliance with the municipality's current regulations on VAWG prevention, which include the situational diagnosis, municipal policy for PVCM, the MPVCM plan, and annual operational plans developed by the units, as well as the ordinance for children.

The Strategic Plan for Prevention of Violence 2015-2020 was accelerated in terms of joint work between agencies and municipal governments to accelerate processes and position VAWG issues on institutional agendas. Although efforts have been made in this direction, some key informants have mentioned that there is still no active participation in all municipalities due to differences of opinion on how to position the issue of VAWG in the local agendas.

At EU Delegation level

The EU Delegation's commitment to the issue of VAWG and femicide prevention is evident in other aspects of its programming in the country. For example, with the technical assistance programme for the government's social protection policy, which is implemented through a gender specialist to strengthen the capacities of institutions on social issues; and the specific support to ISDEMU is an ongoing commitment. So is collaborating and designing the evaluation of the Equality Plan. There is also a commitment to support two CSE/EIS in the national territory covering one part with the Spotlight Initiative in El Salvador, and with an implementer's plan covering another.

In the Spotlight Initiative in El Salvador, the ambassador participates actively in the steering committee and there is a delegate of the EU Delegation in the technical committee. There is a visible commitment on the part of the ambassador to support the work of positioning the programme before the state authorities, to promote communication about the programme, which is always key to activate at a strategic, constructive and good communication and relationship with decision-makers, providing an important complement to the positioning and role within the country. In addition, at the technical level, the responsible advisor maintains weekly communication with the UC, actively participates in the technical committee and in consultations to resolve challenges.

At the level of implementing agencies and organisations

The commitment of the main actors involved, demonstrated by their participation in the different instances of joint work, is constant. According to the RUNOs and the RCO, the interrelationships between the different structures such as CD, GNRSC, have improved markedly and demonstrate a high commitment to the Spotlight Initiative in El Salvador. The communication and good interpersonal and working relationships created within the programme should continue to improve, and in this way the processes of participation and achievement of goals will continue to flow.

At the level of Civil Society

The GNRSC, through its most active participants, who are increasingly committed in their different roles of monitoring and technical and political follow-up to the execution and implementation of the Spotlight Initiative. They perceive that as they get to know the Spotlight Initiative in El Salvador better and the other actors get to know the GNRSC, they can better understand the comprehensiveness of the action, which will allow them, in the second phase, to put forward proposals for broader articulation and synergy. While it is true that the pandemic has brought operational difficulties, "*it is necessary to identify or evaluate new opportunities for a more articulated, joint work, which will allow to strengthen hopes on the issue of violence*", and *"... it is a tremendous work, but we need a pause to see how to continue".* [10]

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[10] GNRSC, briefing meeting 14 January 2021

Key findings:

- To support the work carried out with public institutions in phase 1, and to ensure sustainability of the commitment to the process that has been initiated by the Spotlight Initiative in El Salvador at the end of phase 2, clear advocacy and lobbying by CSOs will be important, as well as developing effective collective leadership in promoting the process of eradicating VAWG and femicide. Therefore, strengthening CSOs, in particular women's organisations, in doing advocacy at national and local levels using various strategies should be a priority in phase 2.

- The consolidation of the process of eradicating VAW and femicide with coordinated and complementary work between the various key actors (CSOs, State, Cooperation) is an important contribution of the Spotlight Initiative in El Salvador. In the immediate future, it is important to strengthen the capacity for analysis, strategic thinking and how to foster the joint work of CSOs to continue and lead this process, considering that it is the only actor with greater permanence over time. It is also important to build a support network with international cooperation and private sector foundations to finance the work that remains to be done. The assumption here is that individuals working with the state, local governments, and donors may change, but civil society remains.

Recommendations:

- **Strengthen the commitment with the national government**: design, plan, and implement advocacy efforts of CSOs and allied public institutions to promote the insertion and prioritisation of the eradication of VAWG as a line of action for security with a gender focus, in the Security Plan. Continue to support the efforts of institutions in the justice sector, with the Legislative Assembly, with MINED in prevention (CSE/EIS), with the Ministry of Health for essential services for the care of VAWG victims.

- **Strengthen commitment and synergy at the municipal level.** To improve the complementarity of efforts and avoid the risk of duplication, in each municipality the RUNOs should make known the actions carried out, with or without direct involvement, to their implementing partners and to the focal points designated by the local governments. This can take place in municipal spaces such as the Municipal Violence Prevention Committees (MVPC), or in municipal meetings convened with the municipal authorities.

- **In the closure plan:** work with feminist, women's and community-based CSO partners, other CSO partners (masculinities, faith-based organisations, private sector) and international cooperation partners and public institutional partners to design a post-Spotlight Initiative in El Salvador work plan, to continue with a collegial process like Spotlight Initiative in El Salvador when it closes. Invest in Phase 2 in building the capacity of various actors to make such a plan feasible.

- **Strengthen women's CSOs' commitment to and capacity to lead the process.** Strengthen the analytical, strategic planning, collective leadership and advocacy capacities of women's civil society organisations. Strengthen the capacity of feminist, women's and municipal organisations and those of groups most vulnerable to VAWG to act in an allied, networked and articulated way to promote their public policy agendas (at national and municipal level) on the issue of security and prevention of violence, in particular gender-based violence against women and girls.

- **Strengthen partnerships between Spotlight Initiative in El Salvador with CSOs and the role of the GNRSC.** To strengthen network advocacy capacity and alliances around the issue among CSO partners, the role of the GNRSC as CSO liaison should be strengthened, coordinating and carrying out feedback activities from the Spotlight Initiative in El Salvador to CSO partners. To prepare for

this, facilitate that the GNRSC can carry out consultation or reflection processes with implementing partners contracted by the RUNOs to learn about the work they are doing and be able to better communicate it to CSOs, as well as on the issues that justify the need for advocacy.

- **Strengthen the role of feminist and women's organisations** at national, municipal and grassroots levels, in their capacity to lead as think tanks and by networking with other women's organisations vulnerable to VAWG and civil society to continue the process of eradicating VAWG and femicide when the Spotlight Initiative in El Salvador closes.

5A. Have all relevant circumstances and risks been taken into account to update the intervention logic? **5B. Also in the context of Covid-19?**	☒ Very good - Good
	☐ Problems
	☐ Serious deficiencies

5A Circumstances in the intervention logic

The Spotlight Initiative in El Salvador country programme document detailed among the programme risks, changes in government administration and civil service as a result of the 2019 elections, which indeed occurred. The programme was designed with these risks in mind and has been managed according to the planned mitigation measure, which was to maintain a close relationship with government officials and raise awareness of the programme's plans. This sensitisation could not occur during the transition phase between governments, because there was none, but it has taken place with each change of authority in the key institutions. Another risk was the lack of coordination, fragmentation and limited skills in public sector institutions. This has happened very little and was mitigated from the design stage with training and sensitisation programmes for key officials in the operation of services for VAWG and femicide victims, as well as access to justice operators.

What was not considered among the risks was a pandemic of the magnitude of COVID-19, exacerbated by a hurricane and two tropical storms.

5B COVID-19

The essence of the intervention logic did not really change with the COVID-19 pandemic, what did change was the timing, delivery modality and budget distribution of activities. An emergency response was added. This greatly affected the training activities for Pillars 2, 3 and 4 by shifting their face-to-face expenses to technological inputs to facilitate access to the virtual modality. Budgeted resources were redirected to respond to emergencies with women affected by violence in their homes during the period of confinement, delivering basic necessities. There was also innovation in activating alert systems by supporting the setting up of telephone lines of justice sector institutions and ISDEMU, and digital platforms of an NGO.

Administratively, the above adjustments were reflected in a COVID-19 emergency response plan (May 2020) with the use of resources redirected from affected activities to emergency response activities. In October 2020, a plan to accelerate the implementation of funds was developed because delays and changes resulted in slow implementation of resources, in particular procurement that was affected by the drop in imports into the country.

All the actors involved were able to continue working on the different activities by implementing virtual meetings, further affecting the interaction of the Spotlight Initiative in El Salvador with public institutions, especially those designated to work on the emergency.

Key findings:

- The country programme document of the Spotlight Initiative in El Salvador recorded the risks that the programme could face. Some of these risks were realised and mitigation measures were taken. What it did not contemplate was a pandemic, and its interaction with the hurricane and tropical storms that occurred.

- The essence of the intervention logic did not change with the COVID-19 pandemic, what did change was the timeline, delivery modality and budget distribution of the activities, managing to maintain work plan commitments with delays similar to those of other countries. This has demonstrated the operational flexibility provided by the joint working strategy.

6. Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?	☒ Very good - Good
	☐ Problems
	☐ Serious deficiencies

Indicators to measure results are well defined.

The main finding is that the Spotlight Initiative in El Salvador uses global indicators that are best suited to measure the contributions of country-level results to the global Spotlight Initiative. The Monitoring Plan contains 33 indicators for this purpose.

To measure the results of the work plan, the Spotlight Initiative in El Salvador uses 57 indicators, 33 global (58 percent) and 24 (42 percent) *custom-made* for the country. Table 4 shows the distribution of indicators per outcome. It is observed that outcome 3 (with 10 *custom-made* indicators) and outcome 2 (with 6 *custom-made* indicators) have required the development of more country-specific indicators. When analysing them, it was observed that most of them measure various aspects of institutional strengthening (staff capacities and infrastructure, awareness-raising), and in outcome 3 also the strengthening of parents and students. Therefore, it is concluded that the global indicators are insufficient to measure capacity building and awareness raising processes that will produce changes in attitudes and practices in public institutions' staff and communities.

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Table 4. Global and *custom-made* indicators for Spotlight Initiative in El Salvador

Result	Global Indicators		*Custom-made* indicators		Total	
	No.		No.	%	No.	
1	6	17%	1	4%	7	12%
2	6	17%	6	25%	12	21%
3	5	15%	10	42%	15	26%
4	8	24%	4	17%	12	21%
5	5	15%	1	4%	6	10%
6	4	12%	2	8%	6	10%
Total	34*	100%	24	100%	58*	100%
Percentage	58%		42%		100%	

Source: own elaboration based on TOTAL Spotlight Initiative-EL SALVADOR INDICATORS, provided by UC- M&E, activities reported in AWP_2020_11_12_2020 *An indicator is used twice.

According to RUNO informants, during the process of designing the programme document, it was discussed that in order to measure change, it was necessary to do a baseline and a knowledge, attitudes and practices (KAP) study at the end, but that both actions are very costly, and could not be covered by the programme. However, a KAP study will be done in early 2021 to try to measure the changes. The amount dedicated to monitoring and evaluation is too small to meet the measurement of such a complex programme.

Relevance of global indicators in relation to the theory of change

The logic of the Project from its design, formulated a theory of change that was adjusted to the reality of El Salvador, and for each result a sub-theory of change was formulated, with premises and reasons why it is justified that the activities will lead to results in the prevention, care and protection of women and girls who are victims of various forms of gender-based violence that ultimately lead to feminicide.

To assess whether the selected indicators are relevant to the theory of change and adequately measure results, this evaluation analysed for each outcome whether the sub-products developed by each activity listed by outcome actually fit the premises of its theory of change and fulfil the reasons for achieving the outcome. Figure 1 in Volume 2 illustrates the findings of this analysis. The bars in each outcome show that on the global average, 19 percent of the sub-products fit the premises of their pillar's theory of change, 28 percent fit the reasons that will lead to the outcome, 24 percent empower key stakeholders, 20 percent promote the prevention of violence against women and girls (VAWG), 16 per cent strengthen and/or promote care for VAWG victims, 14 per cent promote the protection of victims and survivors of VAWG and femicide, 15 per cent harmonise the normative framework of the issue, and 11 per cent strengthen the collection of evidence. This shows the comprehensiveness and complexity of the project design, which has established a specific unit to maintain technical coherence during implementation and the elaboration of a complex joint work strategy, contributing to progress towards the achievement of the expected results[11]

The disaggregation by pillar or outcome shows that these percentages increase according to the main objective of the pillar. In this sense the relevance of the design and appropriateness of its actions is observed in each outcome. For example, all outcomes have actions that empower the key actors involved

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[11] See graph 1 Volume 2

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in the outcome; five of the six outcomes advance VAWG prevention with Outcome 3 having the highest percentage (52 percent); four of the six outcomes promote normative strengthening, with Outcome 1 focusing on national laws, Outcome 2 the normative framework for VAW at the institutional level (30 per cent), Outcome 4 the regulation, guidelines, roadmaps of care services to standardise them according to the UN Essential Services Package (28 per cent) and Outcome 6 has supported capacity building for social oversight by women's organisations of compliance with the normative framework.

Measuring indicators

The measurement of the scope of the Spotlight Initiative in El Salvador indicators for the year 2019 is reported in Annex A of the 2019 annual narrative report.[12] At the time of data collection for this assessment, measurement of the scope of indicators for 2020 had not yet been undertaken. To provide an idea of the potential to achieve them, a weighting of the progress in implementing the activities of the sub-products that directly contribute to achieving the indicators has been made. The methodology for calculating the weighting is presented in question 7. The result of weighting the contribution to the achievement of the indicators´ plan for the Spotlight Initiative in El Salvador is presented in question 14.

Key findings:

- The available global indicators have been insufficient to reflect all the outcomes and outputs that the Initiative has planned to achieve in the country.

- The proportion of *custom-made* indicators of the Spotlight Initiative in El Salvador suggests that this insufficiency is mainly found in outcomes 2 and 3, with respect to measuring the strengthening achieved in public institutions (staff, infrastructure) and actors in the educational community (parents, students). This would allow for a better visualisation of progress in strengthening processes that improve the culture of protection against VAWG in institutions and communities, as well as access to justice for victims of VAWG and femicide.

- The Spotlight Initiative in El Salvador has overcome this inadequacy by creating 24 *custom-made* indicators to measure the progress of its annual work plan.

Recommendations:

- <u>For the Spotlight Initiative Secretariat,</u> it is recommended to analyse whether global menu of indicators contains some that could allow for an adequate measurement of the effect of programmes aimed at the cultural transformation of VAWG and femicide prevention in public institutions and in communities. Given that prevention is a vital aspect of the Theory of Change, it would be important to review the empirical evidence of programmes such as Spotlight Initiative in El Salvador in order to design additional indicators appropriate to the expected results.

- <u>To the UNS</u>: To ensure continuity of the work promoted with the Spotlight Initiative in El Salvador, the RUNOs should incorporate VAWG indicators into the results indicator framework of the next country cooperation programme when it is formulated.

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[12] Annex A, El Salvador, Reporte Narrativo Anual de Progreso, 01 January 2019 - 31 December 2019.p 71-85. Spotlight Initiative

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Additional questions: Are programmes aligned with the 2030 SDGs agenda?

According to the Country Programme Document, the Spotlight Initiative in El Salvador outcomes contribute to the SDGs as follows, according to each pillar/outcome in the theory of change:

Table 5. SDGs to which Spotlight Initiative EL Salvador contributes

PILLARS/ RESULTS	SDG NO.
1	ODS 5, 10, 16, 17
2	ODS 3,4,5,16,17
3	ODS 3, 4, 5, 16, 17
4	ODS 3, 5, 10, 10, 16, 17
5	SDGS 5, 16, 17
6	SDG 17

Fuente: Country Programme Document, Spotlight Initiative, El Salvador

C. EFFICIENCY

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

☒ Very good - Good

☐ Problems

☐ Serious deficiencies

Efficiency in achieving the expected results

Before analysing the implementation modalities, the efficiency of results-based management was analysed. Efficiency is considered as the capacity to adequately fulfil the work plan, in terms of executing the resources to obtain the defined sub-products. In this section the budget execution is analysed, and in the effectiveness section, questions 12 and 14, the fulfilment of the sub-products by expected result is considered.

The implementation mechanisms chosen by the RUNOs in the Spotlight Initiative in El Salvador have, overall, resulted in accelerating the execution of funds after delays caused by the pause in activities during the lockdown due to the COVID-19 pandemic. As a result, the RUNOs formulated an acceleration plan that included strategies to implement mechanisms to shorten the time for funds management. The analysis of fund execution suggests that the reduction in direct procurement and the use of *grant* transfers results in more accelerated processes, as illustrated by UNICEF's practices.

Additional aspects related to implementation modalities are developed in other sections. Questions 1 and 11 address aspects related to joint work between the various actors. Question 2 analyses the role and allocation of responsibilities among the RUNOs.

Methodology for weighting levels of implementation of activities

As indicated in the limitations, as the evaluation was carried out before the preparation of the annual report for the second year, the official information linking technical and financial progress for the period

evaluated was not available. For this reason, a weighting of the degree of progress has been made. The purpose of the weighting in the evaluation is to be able to identify whether the programme is progressing well or whether there is need to pay attention to work on any results and activities.

The weighting has combined both the percentage of estimated technical progress and the percentage of progress in budget execution. This has been measured by triangulating the following information: i) total budget execution by RUNO as of December 2020 (data provided by the Coordination Unit); ii) budget execution of activities by RUNO (data provided by each RUNO); iii) the third quarter 2020 report (technical progress in the coming quarters); and iv) interviews and information provided by RUNO coordinators on the technical progress of activities.

The weighting established the following categories: Closing or near closure of the activity (90-100 percent), Progressing (60-89 percent), Progressing slowly (40-59 percent), Little progress (0-39 percent). Slowly progressing activities and activities with little progress merit verification of these findings when Spotlight Initiative receives the report for the second year of the project.

Budgetary execution

According to data provided by the Coordination Unit as of 31 December 2020, six months before the end of phase 1, the progress in the execution of the total approved budget for phase 1 was 83 percent. This reflects the amount liquidated (69%) and the amount committed (14.5%). The execution by RUNO shows for UNFPA, 93 percent execution; UNICEF, 90 percent; UN WOMEN, 88 percent; and, UNDP, 66 percent execution of the allocated budget. See table 6 below.

Table 6. Spotlight Initiative in El Salvador, Budget execution by RUNO at 31 December 2020			
RUNO	**BUDGET (US$)**	**TOTAL EXECUTED as of 31/12/2020 (US$)* (US$)* (US$)**	**Expenditure / budget (%)**
UNICEF	$1,570,298.65	$1,418,294.63	90%
UNDP	$1,591,697.76	$1,052,839.86	66%
UNFPA	$1,580,810.08	$1,466,141.79	93%
UN Women	$1,802,435.00	$1,577,268.63	88%
UC	$654,758.68	$485,253.71	
Total	**$7,200,000.17**	**$5,999,798.62**	**83%**

Source: Spotlight Coordination Unit, El Salvador.

Includes liquidated and committed expenditures.

The distribution of budget execution by result by RUNO is shown in Figure 1.

Figure 1. Percentage of budgets implemented by outcome, by RUNO
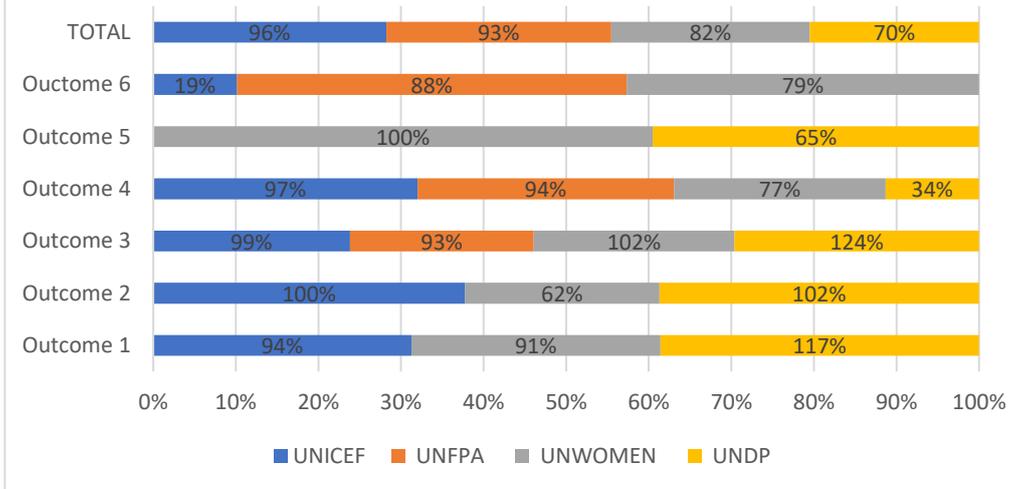
Source: Own elaboration using information on budget execution of activities provided by each RUNO until December 2020.

The budget execution efficiency of RUNO's allocated activities has been calculated as the percentage of its budget that represents the investment in the activities of the work plan approved by the steering committee, excluding overhead costs. The average budget execution of the activities is estimated at 85 per cent, which is in line with the overhead costs in Table 6, with a margin of error of 2 per cent.

Figure 1 shows the RUNOs that are working on each outcome and the percentage of execution of the respective budget in each outcome.

Figure 2 shows the percentage of the budget executed by outcome and what remains to be executed. The weighting indicates that for Outcomes 1, 2 and 3 there is 90 to 98 percent of the activities' budget executed (liquidated and committed), and that Outcomes 4, 5 and 6 have between 71-79 percent of budget executed.

Figure 2. IS ELS budget executed and pending, December 2020
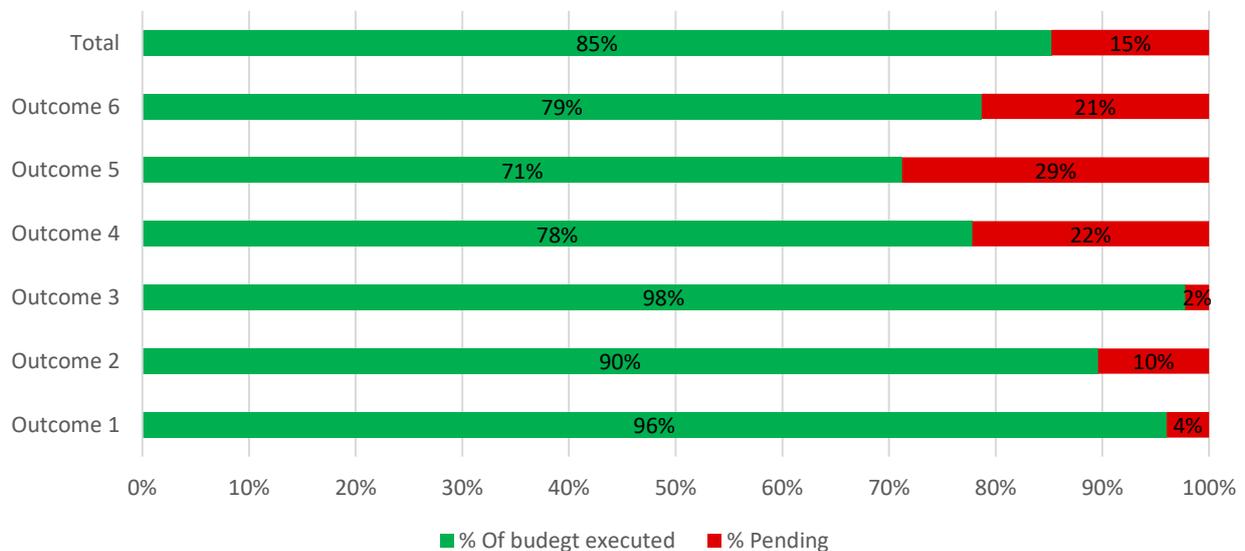
Source: own elaboration based on TOTAL Spotlight Initiative-EL SALVADOR INDICATORS, provided by UC- M&E, activities reported in AWP_2020_11_12_2020 and financial data on budget execution by activities provided by the RUNOs.

Going deeper to the level of activities, Figure 3 shows the number of activities weighted by category (61 activities, of which 58 have been measured and 3 were not implemented) and the percentage of progress in the implementation of these activities.

Figure 3. Ranking of progress of activities by outcome according to percentage of progress as of December 2020
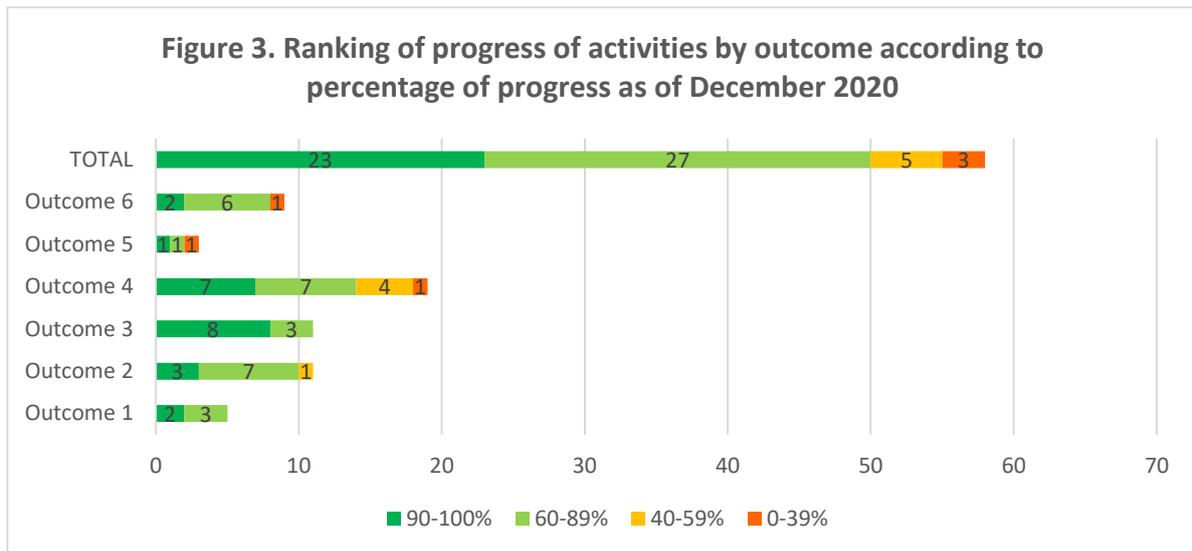

Source: AWP_2020_11_12_2020 interviews with RUNO coordinators and document review of products.

Figure 3 shows that at the total programme level there are five activities that are progressing slowly, and three with little progress according to the weighting. Table 1 in Volume 2 describes what these activities are and the constraints they have faced in their implementation. In summary, 62.5 percent of them have been affected by a combination of delays due to quarantine during the pandemic and post-quarantine due to a tight schedule in the justice sector institutions (FGR, CSJ, PNC, IML); the other constraints are, the difficulty in reaching families in communities during the pandemic; little CSO supply in the field of research resulting in repeated calls for studies; and, reliance on an external agenda to be able to act (Global Partnership to End Violence against Children). The main effect with justice sector institutions is that they have requested to postpone activities to the first quarter of 2021. In each activity, appropriate measures under the circumstances, have been taken to move them forward.

Implementation mechanisms

The implementation mechanisms used by the RUNOs have been of three types: contractual services (47 per cent), direct procurement (33 per cent) and transfer of grants (20 per cent of the sub-products). See Figure 4. The UNDP has used a higher proportion of contractual services (53 per cent) and direct procurement (40 per cent) for its sub-products, with a minimum of *grant* transfers (7 per cent). At the other extreme, UNICEF has used contractual services (43 per cent) and *grant* transfers (40 per cent), with minimal direct procurement (17 per cent). Both UNFPA and UN WOMEN have used all three strategies, with a significant volume of *grant* transfers (21 per cent by UNWOMEN and 19 per cent by UNFPA).

Figure 4. IS ELS. Implementation mechanisms by RUNO
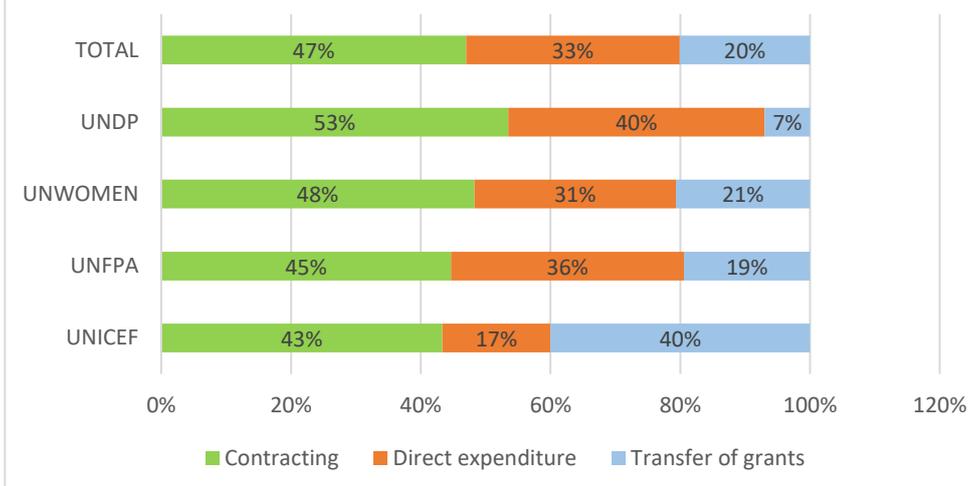
Source: Own elaboration with data from AWP 2020_11_12_2020

Key findings:

- At the level of results, the analysis of the executed budget by activity, although weighted because formal information is not yet available, has identified that results 1, 2 and 3 are weighted at more than 90 per cent of activity budget execution (liquidated and committed), and that results 4, 5 and 6 are weighted between 71 and 79 per cent of activity budget execution.

- The analysis of the executed budget for 61 activities identified five activities making slow progress (40 to 59 percent budget execution), and three with little progress (0 to 39 percent budget execution). In 62.5 per cent of the cases, these activities have faced a combination of delays due to quarantine during the pandemic and post-quarantine due to a tight schedule in the justice sector institutions (FGR, CSJ, PNC, IML). The other limitations are due to the pandemic, which makes it difficult to reach families in communities; the limited supply of CSOs in the field of research, which resulted in repeated calls for studies; and dependence on an external agenda to act (Global Partnership to End Violence against Children). The main effect with justice sector institutions is that they have requested to postpone activities to 2021.

- In the implementation modalities, especially demonstrated in the post-pandemic investment acceleration plan, the balanced combination of using contracting services, with direct procurement and a high percentage of *grant* transfers to counterparts has resulted in faster implementation in three of the four RUNOs. It is concluded that implementation by local agencies may possibly be more efficient.

Recommendations:

- <u>For UC M&E:</u> For activity performance monitoring, use financial performance information by activity to identify areas of potential improvement more quickly.
- <u>For the design of the second phase</u>: Take into account in the risk matrix and in the timeline for formulating the results matrix, the effect of the tight schedule of partner institutions, especially those in the justice sector as seen in phase 1, given that the effects of the pandemic will continue into 2021 and that these are frontline institutions during this emergency.
- <u>For the implementation of the second phase</u>: A smooth implementation will be of utmost importance in view of the fact that the constraints generated by the pandemic will continue for some time, therefore it is recommended to analyse the main constraints that have led to the

postponement of activities in phase 1 and to identify successful practices and improvement measures that can be applied in the financial management in the second phase by all RUNOs.

8. Do the government and other partners in the country effectively steer the action? (Please consider Government, CSO and EU Delegation)	⊠ Very good - Good
	☐ Problems
	☐ Serious deficiencies

In the perception of key informants, the participatory mechanisms for steering the Initiative are working well in steering the Initiative and are representative of the various actors involved. Steering is interpreted as making the decisions that are implemented in the Initiative. This function falls to the Spotlight Initiative Steering Committee and the Spotlight Initiative Secretariat.

The responsibilities of the different actors and structures are as follows:

- The **Steering Committee** makes decisions on annual work plans, approves periodic and annual narrative reports, supports the development of strategies that contribute to reducing identified risks, approves modifications to the governance structure, adaptations and programmatic or budgetary changes, and recommends the incorporation of new actors and donors as members of the Initiative in El Salvador. Initial participants included the Ministry of Foreign Affairs (MFA), the Ministry of Justice and Public Security (MJPS), the Office of the First Lady, the Office of the Presidential Commissioner of the Cabinet of Government, municipal mayors, ISDEMU, CONNA, the European Union Delegation, the UN Resident Coordinator Office, UN Women, UNFPA, UNDP, UNICEF, civil society (GNRSC).

- The **Technical Committee** decides on the referral of periodic and annual reports to the Steering Committee for approval, pre-approval and revision of work plans and makes recommendations to the Steering Committee associated with the identification of possible risks and other events to be taken into account. Participants on the technical committee include the Ministry of Foreign Affairs, Ministry of Local Development (MDL), CSJ, FGR, MJSP, ISDEMU, CONNA, the Executive Technical Unit of the Justice Sector (UTE), MINEDUCYT, Ministry of Health, Delegation of the European Union, Municipalities, UN Resident Coordinator Office, UN Women, UNDP, UNFPA, UNICEF, GNRSC.

- The **GNRSC** has among its roles and responsibilities to provide recommendations for the implementation of the Initiative, including information on strategies and actions in progress, opportunities and possibilities for scaling up and addressing challenges, and funding priorities at national and local levels. And, through its representatives on the committees, to make recommendations relevant to the smooth running of the Initiative.

- The **Coordination Unit**'s role is to facilitate recommendations drawn from the analysis of monitoring and evaluation systems for timely decision-making.

- The role of the **Technical Coherence Unit** is to issue the relevant technical and political recommendations for the smooth running of the Initiative.

- **RUNOs** have among their functions the elaboration and implementation of each implementing agency's work plans and joint work plans, as well as the elaboration of procurement plans, and the roster of experts for consultancy. At their level, decision-making involves the selection of

implementing partners and submission of programmatic and budgetary changes to the work plans under the responsibility of each relevant UNS entity.

- The **group of UNS representatives** makes decisions regarding the approval of work plans of the UNS entities.

This planning system is participatory and consultative, starting with the technical staff of the RUNOs, in consultation with their counterparts in public institutions or their implementing partners. RUNOs have autonomy to contract the implementation of activities, and to make changes in programming and budgets. The group of UN representatives approves these work plans, which are then presented to the technical committee that uses inputs from the GNRSC, UC, and the technical coherence unit, as well as the experience and opinions of the rest of the institutions represented, which can question, suggest changes and adjustments before approving the recommendation that will go to the Steering Committee.

The results on the progress of the activities and products produced, in light of the challenges presented by the COVID-19 pandemic, show that the implementation has been agile and that the constraints faced have been efficiently overcome. This implies that the work plans adjusted by the technical level (RUNOS, Implementing Partners and institutional counterparts) were appropriate to advance by applying mitigation measures for the challenges faced, and that the decisions of the various bodies that approved these work plans and made adjustments to them until they were finally approved by the Steering Committee and eventually the Spotlight Initiative Secretariat, were generally correct.

The opportunities to "steer" the action effectively lie with the implementing partner institutions in conjunction with the RUNOs or their contractors or implementing partners, as the work plan originates with these actors at the technical level and moves up to the managerial levels where their senior management can make objections and suggestions for change to the work plans presented or approve them.

Civil society participation is carried out through the GNRSC (see question 4). In the experience of this group, it took them some time to figure out what their role was and how to play it. Some people have been distributed to participate in the Technical Committee and others in the Steering Committee. However, the whole group reviews the documentation, meets to formulate consensus on the inputs that the representatives will bring to each committee, and evaluates the results afterwards. They feel that they are listened to and that, when possible, their inputs are integrated into project actions. In the online survey, one opinion was that *"It gives us the opportunity to expose the reality from civil society".*

At a very practical level, the main opportunities to influence management are during the design and formulation phase of the first work plan. The GNRSC can bring their ideas and influence the Steering Committee, however, they have found that logistically there are few changes that can be made to the programme once it is underway. And, as they perceive it, they need to have a thorough understanding of the implementation of activities in order to provide inputs relevant to the well-being of the target population. In practice, it is felt that "*planning is very rigid, and there is very little flexibility to adapt to the context or to unforeseen situations such as a pandemic.*"[13]Although changes occurred in the face of the emergency, the process necessarily takes time to obtain approvals at different levels.

Public institutions that are directly involved in the activities have the same opportunity as RUNOs to negotiate the work plan, but government institutions that are indirectly involved face the same challenge as the GNRSC.

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[13] Key informant, RUNO

Despite this perspective, members of public institutions and local government representatives have indicated that the steering committee and the technical committee are functioning well. This is reflected in the responses to the online survey where the functioning of the Steering Committee is considered *excellent* by 29 percent, *good* by 53 percent, *fair* by 14 percent and *poor* by 4 percent. The quality of participation depends on the prominence of the people who represent the key actors in the committee. In the testimony of one informant in the online survey, the change of government in 2019 resulted in the change of focal persons appointed by executive branch institutions to the Spotlight Initiative in El Salvador Steering Committee, and this "somewhat *weakened the commitment with which the Steering Committee started and somehow those changes have affected implementation. However, members belonging to other state institutions and civil society are very committed".*

In the online survey, for those that responded to the question "To what extent do Steering Committee members make relevant contributions?", the contributions of various actors in the Steering Committee are relevant as follows: Resident Coordinator, 76 percent; the European Union, 72 percent; and the GNRSC 77 percent. In addition, this structure has proven to be flexible, integrating new actors when their participation is key. Local government representatives were integrated in the second year and their participation and perspectives are considered to be a key input in this space.

Key findings:

- The different actors have the possibility to direct actions, however, the main opportunities to influence management occur during the design and formulation phase of the first work plan, because afterwards the rigidity of planning does not easily allow for modifications to be made to adapt to the situation, as in the current case of the health crisis. This challenge was expressed by the GNRSC, RUNO and public institutions.

- The participatory, bottom-up planning model and the broad participation of representatives of key actors involved in the different decision-making spaces has allowed the work plans to reflect the reality faced, to propose the most appropriate measures, and for these to be validated through the questioning they face in the Technical Committee and then in the Steering Committee.

- This process has been effective in achieving adequate implementation despite significant challenges that have necessitated changing implementation tactics to make up for lost time and reach the target population directly.

- The role that the GNRSC as representatives of organised civil society could play has not been enhanced to the desired degree. They do not have opportunities to learn more about the work being done by implementing partners who are CSOs. It is concerning that, under pandemic conditions, representatives of vulnerable groups (LGBTI, indigenous) have been among the first to reduce their participation. Nor has the link been strengthened between the link that GNRSC participants represent with segments of society that could be mobilised as allies for advocacy, or who can be sensitised by sharing the knowledge products developed in prevention and awareness programmes, including issues of new masculinities.

Recommendations:

- For the technical and steering committees: maintain in the second phase an opening to integrate representatives of the key actors necessary to achieve the results.

- During the preparation of the second phase, pause and reflect on the potential role and role played by representatives in the GNRSC, to strengthen the role and functions of this group, and to play a more active role in promoting partnerships with CSOs to advocate for the passage of legislation, to

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improve care services supported by the Spotlight Initiative in El Salvador in the Specialised Institutional Care Units for Women (SICUW or UIEAM in Spanish) that suffer from VAW, and also to channel the knowledge products developed to transform the gender culture in society at large to other sectors.

● Also promote joint action among grassroots groups of adult women and young women who suffer violence, from various vulnerable groups, to advocate for improvements in the services of the SICUW or UIEAMs and the performance of prosecutors and special courts in cases of crimes reported by VAWG.

● Identify methods to correct underperformance by applying collaborative learning methods between RUNOs and between implementing partners, depending on the case. This consists of promoting opportunities for exchange of experiences at the technical level between the various actors in each outcome, especially those working in the same municipality. The aim is that there is mutual learning and the opportunity to apply and adapt what they learn in their activities. This can be facilitated by the knowledge manager, by identifying candidates who need it most through monitoring activities, targeting those who could benefit and generating synergy with an exchange of experiences.

9A. If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? BEFORE COVID **9B. What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? AFTER COVID**	☒ Very good - Good ☐ Problems ☐ Serious deficiencies

9A delays before COVID-19

In the first year of operations, the Spotlight Initiative in El Salvador reported that it faced the risks identified in the risk matrix and applied mitigation measures overcoming these challenges, without experiencing delays in the scheduled results. No adjustments were made to the work plan.

9B delays due to COVID-19

In the second year, the external factor that caused delays in scheduled activities was the COVID-19 pandemic, which resulted in a period of lockdown that stopped activities and totally changed the conditions for carrying out activities.

The consequences of social distancing meant that it was not possible to carry out face-to-face activities, schools closed and remain so to date. It affected things from the interaction between key actors to training activities. The suspension of activities caused delays, and social distancing changed the paradigm in service delivery. It affected technical assistance since all research eliminated field work and focused on what virtual access allowed. The care services capitalized on the use of telephone lines and communication platforms to provide psychological assistance and file complaints. According to implementing partners, the lockdown period was used to rethink a new way to implement, decide how to reorient budgets and address the emergency.

The corrective measures that emerged included:
● Adopt the use of virtual platforms for general communication and for the delivery of training of trainers and diploma programmes.

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- On a personal level, an accelerated learning of the use of virtual platforms to maintain contact and to deliver training.
- The rapid transformation of training content to digital format.
- The purchase and transfer of tablets and telephone credit to ensure that the target population in the communities had access to virtual media to receive training and maintain communication.
- Redirect resources to reach women most affected by the pandemic, and new victims of VAWG, due to confinement.

In question 5B we mentioned that in May 2020 the Initiative developed a COVID-19 plan and in October 2020 an acceleration plan was developed for the implementation of expenditures resulting from the deceleration of activities.

The annual planning was revised into a two-year work plan adjusting the timeline (until March 2021) and budget, with annotations on measures to be taken to ensure that each activity would be completed within the extension period granted to the Spotlight Initiative in El Salvador. The RUNOs further indicated that by March 2021 they expected to have almost fully recovered the pandemic backlog.

The main challenge that remains is how the implementing partners will be able to support the people trained as virtual replicators to identify and train their quotas of people in the communities. These activities have continued and are being developed despite the challenges encountered and the fact that it is a big challenge to meet the goals set. The Salvadoran Institute for Children and Adolescents (ISNA) has also continued to confine the population of adolescent girls, without access, even virtually, to external contact.

At the time of the assessment, in 2021, pandemic conditions have re-emerged in the country, showing increases in cases and again forcing prevention measures that include minimising field work and face-to-face meetings.

From the perspective of the EU Delegation and public and civil society actors, with the pandemic and the use of virtual media to meet, the form of interlocution has changed and much of the work that was previously carried out with informal personal exchanges, before and after meetings with various actors, which allowed for greater impact and intervention in the processes, has changed. Now interventions are slower (they are virtual, with fewer people, shorter in time) and have less impact as informal opportunities for advocacy are lost.

Key findings:

- The COVID-19 pandemic caused delays in the implementation of the work plan. As can be seen in questions 12, 13 and 14, the sub-products of the delayed activities represent 5 per cent of the total work plan and are 3 per cent of those contributing to the indicators, so they do not represent a threat to the achievement of the aims of the Spotlight Initiative in El Salvador.

- Corrective measures were taken by making adjustments to the annual work plan and budget, to the work modalities, taking into account the acceleration and emergency measures, estimating timelines that were extended to March 2021, and identifying measures to be taken to ensure the implementation of the plans. These measures include advocacy actions, supervision and close accompaniment of implementing partners, by the Resident Coordinator, representatives of the RUNOs and the coordinators of the Initiative.

- Contingency measures taken to accelerate the implementation of funds have minimised the negative impact that the pandemic may have had and will allow the majority of phase 1 to be implemented by March 2021.

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- The return in 2021 of high levels of contagion by COVID-19, has increased the possibility that for some activities for Outcome 3, implementing partners will need until May 2021 to reach the targets for engagement with the community target population and also to finalise the training with public institutions under Outcome 2.

Recommendations:

- <u>For RUNOs and implementing partners at risk</u>, maintain the contingency measures they defined in the annual work plan to meet community participant targets at the completion of phase 1.

- <u>To the UC-Knowledge Management</u>: Systematise the experience of the acceleration plan to identify good practices that can be applied in the work of the second phase, considering that in 2021 the same conditions caused by the pandemic will probably continue. In particular, it is recommended to identify and systematise as successful practices, the financial execution strategies, the measures to accompany implementing partners, and the follow-up and advocacy by the RCO and the EUD with public institutions.

10A. How effectively is the Initiative managed? **10B. How effectively is the Programme managed? Are the management arrangements for the at national level adequate and appropriate at the national level?** **10C. How effectively is the Programme managed? Are the National Steering Committees functioning efficiently and in line with Spotlight principles?**	☒ Very good - Good ☐ Problems ☐ Serious deficiencies

10A Efficiency in the management of the Initiative

Qualitative information from interviews, observations during the evaluation and perceptions from the online survey point to a high degree of recognition of the management process and functioning of the Steering Committee as a working and effective mechanism. Its functioning and that of the other governance bodies of the Spotlight Initiative in El Salvador was addressed in question 8.

The Initiative's management strategy is decentralised, inclusive and participatory. It is coordinated by the Resident Coordinator's Office, through the Coordination Unit, which has three people: a coordinator, a global monitoring and evaluation (M&E) officer, and an administrative assistant who keeps track of all meetings held by the RUNOs. This coordination is reinforced, especially in Spotlight Initiative in El Salvador, with a Technical Coherence unit (from UN Women) that is an integral part of these processes and advises the RUNOs. In addition, it is complemented by the coordinators in the RUNOs, who, as part of the initiative's management strategy, also participate by responding to or providing inputs for the demands of inter-agency coordination required by the programme, its monitoring, follow-up, communication and dynamization of governance spaces.

The control mechanism is the annual work plan with its budget, formulated in a participatory manner with the approval of the technical committee, and approved by the steering committee. Decision-making is joint, through the Steering Committee. The distribution of responsibilities for the fulfilment of indicators is assigned to each RUNO according to its area of expertise, which is responsible for coordinating and collecting evidence to measure its progress annually. In the first year, the UC carried out a consultancy to take the baseline of the indicators.

Each RUNO is also responsible for implementing the activities assigned to it in the annual work plan, for monitoring that the expected results are achieved, and for preparing inputs for periodic reporting on the progress and results of the work plan.

In this model, there is no hierarchical authority at the individual level to make decisions, except at the micro level on activities under the direction of each RUNO representative.

The success of this model depends on information sharing and collaborative working practices that lead to rapid consensus building. The application of the principles promoted by the Spotlight Initiative has been observed in practice.

10B Efficiency in programme management

By programme management we mean the fulfilment of activities that generate outputs for each outcome in the work plan, regardless of which indicator they contribute to. Efficiency in programme management depends on the Coordination Unit and the coordination and management at the level of each RUNO. Effectiveness depends on the analysis and dissemination of results through the advice provided by the Technical Coherence Unit.

The Coordination Unit (UC), through the person in charge of M&E, has developed several IT tools to track and report technical progress on the work plan, COVID-19 plan and acceleration plan. One tool is the use of a traffic light system with which coordinators in the RUNOs can quickly identify areas that need their attention.

To follow up on the Initiative, the coordinator obtains information from partners in each RUNO on a weekly, bi-weekly, quarterly and annual basis to feed into the monitoring and evaluation system, which is used to produce the Initiative's global reports.

The UC is also in weekly contact with the Spotlight Initiative in El Salvador officer in the EU Delegation. The technical coherence officer similarly works closely with the data generated for monitoring and evaluation, in order to keep up to date and to be able to inform the RUNOs about actions that require their attention.

The evaluation reviewed a wide sample of documents generated in the activities that show the amount of time invested by the technical teams of the coordination unit and all RUNOs, their implementing partners and service providers in providing information, systematising it and disseminating it again, and also the efficiency that these tools promote in a context of multiple activities taking place simultaneously. In addition, implementing partners have also attested to the thoroughness of the reports, which are straightforward, but demand accurate information, and short turnaround times.

10C Programme management effectiveness

A high level of efficiency and effectiveness in the management of the Coordination Unit and its interaction with the RUNO coordination on both ways has been observed in practice during the carrying out of this evaluation. The evaluation has been conducted in an accelerated manner, during the year-end holidays, which has required convening dozens of stakeholders for interviews and focus group meetings, including three meetings with all stakeholders to introduce the evaluation, to validate with the Technical Committee and to do a *debriefing*. During this period, the RUNOs had their first holiday since the beginning of the pandemic. Despite all this, calls for interviews went out from the Coordination Unit and the RUNOs before Christmas, and by the beginning of January 2021 all interviews were conducted in a three-week period with no delays, supporting documentation was uploaded to a folder shared by the RUNOs, financial information by activities was provided by each RUNO, and at least three meetings open to all key stakeholders were scheduled and attended by a majority of stakeholders. Simultaneously with the development of this evaluation, the RUNOs have been preparing their annual reports, planning for the second phase and implementing their work plan.

In this way, the evaluation has found that the coordination and responsiveness of the actors involved is rapid, efficient and effective in providing information on their activities despite their multiple commitments.

Functioning of the Steering Committee

The responsibilities and composition of the Steering Committee and its functioning have been described in question 8.

Key findings

- El Salvador has demonstrated the effectiveness of formulating a joint work strategy that defines the actors involved, their roles, their spaces for participation, their relationship with each other, and how to provide their inputs for decision-making on the initiative. This strategy has been verified during the evaluation and is considered as a good practice for the management of a programme with the complexity of the Spotlight Initiative in El Salvador.

- Programme management, as measured by progress in completing the outputs of the activities under each outcome, has worked efficiently resulting in an average of 83 per cent progress in the implementation of funds (see Question 7 and 12).

- The technical committee enables staff responsible for coordinating implementation in partner institutions and implementing partners to share their progress and learn from each other and to coordinate and contribute to the technical coherence of results.

- The technical coherence unit is a key element for keeping a technical and thematic order that allows monitoring the contributions of different actions to results and is perhaps the only space that on a daily basis identifies the contributions resulting from the implementation of activities to the progress of the indicators of the results framework. Other actors do not necessarily pay attention to this aspect except when it is time to report.

Recommendations:

- On the issue of information management, before designing management for Phase 2 take time to analyse existing practices and identify how to make them more effective in order to reduce the time demanded from coordinating staff and thus reduce the additional workload generated by information management in terms of streamlining and reporting on the implementation of the Initiative.

- Promote and share knowledge products on the joint work strategy with Spotlight Initiative programmes in other countries in need, so that they can adapt it to their realities.

11. Are the chosen implementation and coordination mechanisms (a "new way of working", in line with UN Reform) contributing to greater efficiency?	☒ Very good - Good
	☐ Problems
	☐ Serious deficiencies

The way of working that the Spotlight Initiative in El Salvador has developed has proven to be efficient in moving towards the achievement of the expected results according to the approved work plans, minimising the delays caused by the changes in senior authorities generated by the entry of a new government administration in June 2019 and by the COVID 19 pandemic.

The efficiency of the implementation mechanisms has been elaborated in more detail in question 7. The implementation mechanisms have promoted, to the greatest extent possible, the principle of collaboration among the RUNOs and also with all other actors involved, and this has been a major factor in achieving efficiency in the management of information to coordinate implementation, projecting an image of having a single shared purpose and each with its respective role and responsibility supporting and being supported by the other actors. Partner institutions have seen a marked improvement in the coordination of technical work and the distribution of responsibilities between agencies, and a reduction in duplication of efforts and demands on partners.

In this shared dynamic in the Initiative's spaces, the influence of the institutional dynamics of each RUNO is felt; and it is the coordinators assigned by each agency and the technical staff designated to the activities within each RUNO who have to manage the transition between the two worlds.

Another concrete example of joint work is the management of the process for reporting on the results framework indicators, which distributed the overall task to the UC, and the task of collecting information on each indicator was distributed among the four RUNOs according to their area of expertise. Each RUNO must send the information on the indicators of its activities to the RUNO responsible for each indicator, who in turn sends the information collected to the UC for the overall report.

Differences between the operational and administrative rules of each agency are most clearly seen in strategies for handling financial execution (e.g. UNICEF using more transfers of *grants* to counterparts, and UNDP using more direct execution - as elaborated in question 7). Requests for information generate additional workload across agencies. The coordination units in the RUNOs are key to making governance spaces more dynamic. They receive requests for information from their headquarters, regional offices and the Spotlight Initiative Secretariat, and it is reported that they often carry the same content, but thus take three times as long to respond.

The Spotlight Initiative has visibly contributed to generating new practices for implementing the *One UN* principles, including the adopted practice of using Spotlight Initiative branding in every activity, although there is still a long way to go for these practices to be adopted by RUNOs in other aspects of their work.

Key findings
- The implementation mechanisms developed by the Spotlight Initiative in El Salvador, embodied in the joint working strategy, have contributed to define working practices that reduce duplication, improve coordination and distribution of tasks, resulting in more efficiency for the RUNOs and for the partner institutions.
- However, it has not yet been possible to avoid the multiplication of effort to respond to requests for information coming from headquarters, regional offices, and the Spotlight Initiative secretariat, which often have the same content, but in isolation take three times the time to respond.

Recommendations:
- To the Spotlight Initiative Secretariat, RUNO headquarters and regional offices: Identify ways to share information with regional offices and RUNO headquarters to reduce the workload of Spotlight Initiative in El Salvador coordinators in each agency.

Additional questions: To what degree are other resources which are not EU funded made available?

In interviews with various actors, an image emerges of the Spotlight Initiative in El Salvador as an almost self-sufficient entity, directly involving all key actors in the issue, perhaps with the exception of other international cooperation actors. For this reason, apart from the financial resources stipulated in the agreement as RUNO contributions, no other resources from other donors have been recorded. In-kind contributions, mainly time, equipment, mobilization provided by local governments and counterpart

institutions, are not recorded in the accounts for the Initiative. There is no way of knowing how the Initiative's resources compare with those contributed by other donors because there are no mechanisms in place to request this type of information.

D. EFFECTIVENESS

<table>
<tr>
<td rowspan="2">12. Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?</td>
<td>☒ Very good - Good</td>
</tr>
<tr>
<td>☐ Problems

☐ Serious deficiencies</td>
</tr>
</table>

Progress in advancing indicators

This issue is discussed in question 14.

Progress in implementing the deliverables in the work plan approved by the steering committee

The annual work plan for 2020, and its budget, with adjustments to incorporate the COVID plan and the Acceleration Plan, is the document approved by the Steering Committee, and is the document that has been used by this assessment to measure progress.

Measuring progress based on the efficiency of budget execution (see question 7), it can be concluded that, with the challenges faced, and the extension granted for the implementation of phase 1, progress in the implementation of the outputs is in line with the work plan approved by the Steering Committee for 2020.

Is the quality of the products satisfactory?

The quality of the products developed has been satisfactory. The level of quality of the results is a product of the work done prior to the Spotlight Initiative in El Salvador on VAWG by each RUNO, CSOs and international NGOs. Both the institutional social capital they have contributed by bringing their implementing partners and counterpart institutions to the Initiative, as well as the methodologies and programmes previously developed, have allowed the work in the normative area to focus on the gaps previously identified in the implementation of the LEIV, for example; the research and awareness-raising work with prosecutors and the PNC has been strengthened; the CSE/EIS programme and the cultural transformation of the educational community have advanced for the protection of girls and adolescents; the essential services package has been applied promptly in the institutional care units for VAWG victims; and the work at the municipal level has continued with municipalities where they already had an established trajectory. Similarly, NGOs had already carried out work on issues such as shelters, services for VAWG victims, VAWG observatories, and monitoring of services for women victims of VAWG.

The effect has been evident, as shown in question 2, in the focus groups, end-users consider themselves strengthened in their capacity to protect their rights as a result of outputs in Outcome 3, and of care services in Outcome 6, partners in justice sector institutions are satisfied with the technical quality of the outputs that have passed for approval by their authorities in Outcome 2, by ISDEMU in Outcome 4, and the Legislative Assembly in Outcome 1.

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

Progress in the implementation of the outputs was analysed conservatively and points to the high likelihood that the sub-products will be completed on time; however, in the absence of measuring

indicators for the year 2020, it is not possible to assess the degree to which they will lead to the desired results, but only that they are on track to achieve the expected results.

Technical progress

Question 7 describes the methodology used to assign weight to the technical and financial progress. This section describes the combined weighting to estimate the effectiveness of the results of the work plan approved by the Steering Committee. Figure 5 shows the combined progress weighting. At the global level 40 percent of activities are weighted with 90 to 100 percent progress, 47 percent progressing between 60 and 89 percent progress, nine percent with slow progress between 50 and 59 percent progress, and five percent with little progress between 0 and 49 percent progress.

Figure 5. Progress by outcome as of December 2020
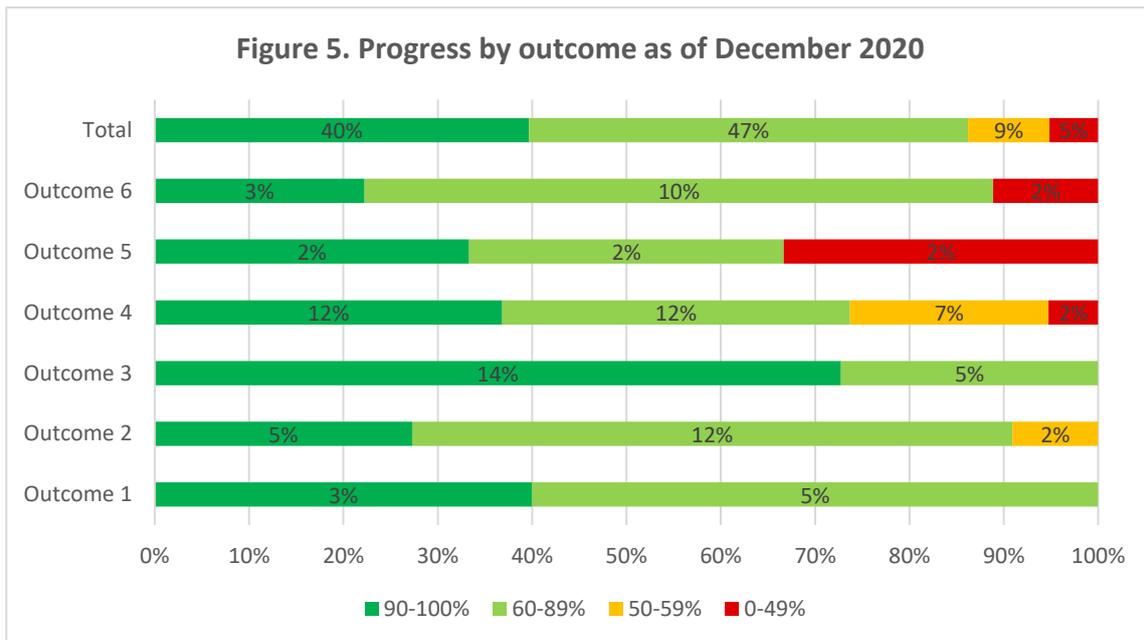
Source: AWP_2020_11_12_2020, activity-based budget execution financial data provided by RUNOs and desk review of outputs.

Sub-products achieved to date

The sub-products developed by result, stipulated in the work plan approved by the steering committee in 2020, are leaving a remarkable legacy to consolidate processes of access to justice and care for women and girls who suffer gender-based and feminicidal violence. Prevention programmes have especially targeted girls as subjects of protection and prevention, particularly of early pregnancies. Girls were being "left behind" in legal terms as the LEIV is aimed at women over 18 years of age, and the LEPINA[14] provides protection, but not with the specificity on gender-based violence that the LEIV stipulates.

Table 7 below summarises the results that have been verified in the evaluation, reported in the third quarter of 2020, and verified through interviews and review of outputs and reports, and through media and social media. **For each outcome, it highlights the main challenges** that have prolonged the implementation of some activities, and **the priorities for the second phase,** which emerge from the analysis, verified by testimonies in interviews and consultations with the technical committee, the Coordination and Technical Coherence Unit and with ISDEMU, El Salvador's Agency for International Cooperation (ESCO) and the official responsible for gender in the Ministry of Foreign Affairs.

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[14] Special Law for the Integral Protection of Children and Adolescents (LEPINA)

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Table 7 Key achievements and obstacles per outcome

Pillars	Key achievements in Phase I	Challenges and Priorities to address in Phase II
Outcome 1	**Strengthened the LEIV regulatory framework at the national level.** ● Key reforms for the benefit of women and girls under 18 identified and proposed into law. ● Strengthened capacities in gender and VAWG prevention of legislators and their advisory staff. ● Updated the National Policy for Women's Access to a Life Free of Violence (2016-2021) and its action plan.	It is a priority to move forward with the approval of draft reforms to the laws that resulted from the LEIV, LEPINA, the penal code and the family code. **Challenge**: Elections on 28 February 2021, may change members of the Women's Parliamentary Group and allied MPs, it is important for CSOs to take advantage of the period before the end of this legislature to advocate for the passage of the bill, as well as with the new legislature.
Outcome 2	**Strengthened the institutional normative framework of the LEIV in** justice **sector institutions** with institutional policies in the CSJ, the FGR (delayed), an updated Inter-institutional Protocol on Femicide and with tools; Prosecutors trained in the regulations and processes with quality for the investigation of VAW cases. Strengthening of the Prosecutor Training School. **Strengthened the National System of Care for Women Facing Violence**, with a technical document containing tools for coordination and governance of services (ISDEMU). **Territorialisation of the institutional strengthening of VAWG**: 1) Strengthening of the Integrated Child Protection System in San Martin and San Salvador, with plans for local rights committees (San Martin), and municipal protection policy for children and adolescents (San Salvador); and Municipal Women's Units, equipped for virtual-digital operation and with municipal VAWG prevention plans. (San Miguel, San Salvador).	It is a priority to advocate and promote the approval by the respective justice institutions of the technical documents produced, and then their pilot application, systematisation and validation in order to leave manuals to be used for replication in the prioritised territories. Preferably, all these guidelines should be tested in an articulated way in the same territory in coordination between the local and national levels. It is a priority for the Spotlight Initiative to leave as a legacy the implementation on the ground of all technical assistance that aims to strengthen the normative, regulatory and operational framework for the attention to victims and their access to justice.
Outcome 3	**Prevention focused on children and adolescents:** in prioritised municipalities, targeting adolescents, teachers and families, implementing various innovative educational strategies to change attitudes and behaviours aimed at different audiences (EIS, culture of peace in schools, methodology 'I am also a person' adapted to adolescents to promote non-violent parenting practices and intergenerational dialogue in families, "Community musical leadership" to teachers with practical workshops with girls; methodology *Soy Música* to promote peaceful coexistence in schools and communities and reduce stress). **Promote sustainability of gender cultural transformation**: curriculum proposal to introduce CSE/EIS in universities, diploma for	The training processes were seriously affected by the pandemic, but this was overcome by transforming the content into digital formats, which have allowed the number of participants to be extended and contribute to sustainability through replication by being delivered on virtual platforms; computer devices were provided to replicators to give them access to the training and to be able to replicate it in their communities. Replication with the final target population on a scale that can meet the goals set out in the design has not yet been fully overcome. Constraints include: lack of devices and balance to connect; limited mobility and meeting capacity; closure of schools with the shift to virtual learning, radio and television. This has made community replication difficult.

pastors and replicators in faith-based organisations (CSE/EIS, new masculinities, teenage pregnancy prevention), and the introduction of the topic of new masculinities in the VAWG prevention process by training operators of essential VAWG services.

Harmonisation of the normative framework of the LEIV to incorporate girls with guidelines for the prevention of sexual violence for girls and adolescents.

Design of community strategies for prevention and care for women.
Organisational process for the follow-up of UN resolution 1325 and training of women in the Ventana Ciudadanas strategy for the oversight of the municipal committees for the prevention of violence (CMPV).

Communication campaigns and cultural transformation of the mass media. With publicity for telephone lines for complaints and legal and psychological support from CSJ, ISDEMU, PNC, Chancellor's Office. For example, UNICEF is developing communication materials for the 123 Talk to me line of CONNA to disseminate its services. And, a virtual platform of Fundemusa. Development of a virtual diploma course with the School of Communications of the Salvadoran Media Network that strengthens the capacities of professionals in journalistic reporting with a focus on gender and prevention of VAWG.

The priority in the next stage is to consolidate the delivery and validation with the beneficiary population of the prevention strategies that have been developed in Phase I, so that tools are ready to be replicated and scaled up in more municipalities.

There remains an outstanding debt to the women most vulnerable to GBV. Women have been targeted mainly because of their role as mothers and little to prevent them from becoming victims of VAWG.

In the targeting of the target population, there are no activities aimed at traditionally vulnerable groups of women. There are no measures to reach indigenous populations, LGBTI people, women sex workers, women deprived of liberty, women living in areas controlled by gangs and/or women who have been abused by gangs, and especially those in rural areas. In addition, ISDEMU identifies as new groups vulnerable to domestic violence, women from low-income sectors and informal traders who, having lost their economic autonomy, are more vulnerable to VAW.

Communication strategies with targeted campaigns for specific services seem to be effective, for example, telephone lines and virtual platforms for reporting and obtaining legal advice and psychological care.

| Outcome 4 | **Strengthening the process of access to justice for victims of VAWG and femicide:** Leave prosecutors trained in the Criminal Prosecution Policy on VAW and the capacity to replicate it in the FGR school; strengthened capacity to investigate and prove VAW cases; mechanisms to follow up on judicial files, precautionary protection measures that identify alleged perpetrators with precautionary measures in other areas, application for registration and follow-up of women victims referred to care services, protocol for the referral and coordination of essential services to victims.

Strengthened specialised care services for women and girls who experience violence. Introduced PEP kits for health personnel. Developed the UN Essential Services Package for Specialised Care Units for Women (UIAEM), adjusted for UNWOMEN ODAC of the PNC, ISDEMU; equipped with Gesell Camera, training of operators, and two mobile care units, so that *Ciudad Mujer Joven* (based in San | This component has strengthened the models of standardised and quality care services through the Institutional Units of Specialised Care for Women and Girls who suffer violence. It is considered an achievement of the technical assistance provided to have guidelines, manuals and training curricula to implement more effective care processes and to achieve justice for women and girls who suffer gender-based and feminicidal violence.

According to ISDEMU and the majority of stakeholders interviewed, the expansion of these services at the municipal level and their application with standardised quality is an institutional priority, as well as better targeting attention to traditional vulnerable groups and those that have emerged due to the pandemic.

The main challenge that has resulted in less progress in activities under this outcome was the Pandemic that changed priorities and |

	Martin, Sa Salvador and San Miguel) can provide community care; The FGR has also been equipped with two models of legal and psychosocial care, including a Gesell Chamber (2, 1 in San Miguel and 1 in Usulután, in process); prosecutors have also been trained in the use of Gesell Chambers and in legal and psychosocial care for victims, with an emphasis on children. In the judicial headquarters of the CSJ, adaptation and/or equipping of child-friendly spaces for specialised attention to children and adolescents (9 spaces, 2 in San Salvador, 4 in Soyapango and 3 in Ciudad Delgado plus the adaptation of the Gesell Chamber of this judicial headquarters); in addition, personnel were trained in methodologies of therapeutic play intervention. And PNC San Miguel (1) with the adaptation and equipping of the UNIMUJER-ODAC. **Territorialisation of protection measures with guidelines for safe spaces for women and girls who suffer violence.** Development of the *Casa Hogar de Acogida* model (municipality of San Salvador); development of a virtual multi-service platform for care and prevention of VAW by FUNDEMUSA. With ISDEMU, updated guidelines for the operation of shelters. **Development of early warning and referral system for children and adolescents -** 1) For girls and adolescents with the *Si Protejo* platform in three municipalities; implemented a CONNA hotline and attention line "123# for girls and adolescents; developed application for the CSJ website with communication mechanisms for complaints in access to justice and promoted in municipalities. Operators in ISNA shelters have been strengthened with an institutionalised diploma course.	refocused the work of civil servants on pandemic and hurricane emergencies, preventing them from reviewing and approving other project issues or participating in training. The imposed social distancing caused the training to be adapted to a virtual modality. At the attitudinal level, a strong constraint has also been that violence against women and girls is not yet a cross-cutting issue that incorporates 'prevention, care and protection against VAWG in COVID-19 and hurricane emergency services. For this reason, it is also a priority to accelerate the institutionalisation of institutional gender norms that allow for do's and don'ts with respect to prioritising the processing of cases, with due process and quality standards, of VAW victims in the work of the PNC, the FGR and the CSJ. It is also a priority to generate a critical mass of opinion that VAWG is the female-targeted expression of social violence in the country, and that it requires equal attention to social violence (which in the form of homicides and recruitment into criminal groups affects more young men) through communication campaign messages.
Outcome 5	**Strengthening the technical capacities and equipment of the institutions participating in the National System of Data, Statistics and Information on Violence against Women (SNDVM)**. 1) Measures to improve the quality of data collection and analysis with respect to VAWG. DIGESTIC, in the responsible area, has been strengthened with equipment and technical advice, and development of information analysis modules for VAWG, which were applied for the VAWG survey. 2) Strengthening of VAWG indicators monitored by the VAWG Observatory of ORMUSA and support has been given to the publication of the information it generates for decision making, such as the use of bracelets for VAWG aggressors by the Legislative Assembly.	The capacities and equipment of the institution responsible for conducting VAWG surveys that inform public policy have been strengthened. However, more work remains to be done on variables and analyses to identify the characteristics of the people most vulnerable to VAWG and femicide, as well as research on cases to form a profile applicable to prevention.

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	Support for studies and publications that provide evidence for public policy decision-making. 1) Analysis and publication of ISDEMU's Preliminary Report on the state and situation of violence against women 2019 and 2020. 2) Grants for research related to feminicidal violence. Not yet completed.	
Outcome 6	**Strengthened capacities of community women's groups** in oversight, social control of VAWG prevention mechanisms at the municipal level and reports for Resolution 1325. Provision of care services for women, adapting them to digital and virtual media to allow access during the pandemic. **Capacity building of feminist and women's NGOs: 1) in research with research by**. ORMUSA, CEMUJER and CLADEM using innovative technologies. **Strengthening civil society organisations** (1) (faith-based organisations) in VAW prevention (Evangelical University of El Salvador developed the diploma course for pastors), and Affirmative action on violence, with AZORO to implement "Art and social dialogue to raise awareness on VAWG. The GNRSC mechanism has strengthened women's and civil society representatives in ways to build consensus for joint action to provide civil society input into Spotlight Initiative management spaces.	Groups of women and girls most at risk of VAWG who have been left behind have not been able to receive special attention, except in specific cases for hearing and visual impairments. *Groups vulnerable to VAW include* women and girls: rural, disabled, indigenous, internally displaced, in gang-dominated communities, female sex workers, women deprived of liberty, LGBTI-trans, 3rd generation, and generally those with fewer resources and working in the informal sector. Age, and in general those who have fewer resources and work in the informal sector. **A pending priority for the second phase is to develop and pilot mechanisms to identify and work with formal and informal groups of women in conditions of greater vulnerability in** order to strengthen their organisation and provide them with programmes to strengthen their self-esteem and empower them as leaders with capacities for advocacy and social control to demand their rights. Even **in the GNRSC, mechanisms are needed to** encourage participation and provide input on their population groups for programming by representatives of traditionally vulnerable groups.

Key findings:

- With respect to Outcome 6, the findings and recommendations regarding groups most vulnerable to VAWG that are being left behind, discussed in Question 1, are reiterated with respect to the need for actions for organisational strengthening and not only the provision of care services to individual VAWG victims.

- The administrative rules of the Spotlight Initiative in El Salvador and the RUNO are unattainable for the groups of women most vulnerable to VAW (because they tend to be grassroots organisations, without legal status and without their own resources), which is why they have not had access during the calls for CSOs, nor have they been subject to organisational strengthening through the projects approved for the CSOs that have had access.

- To date, the initiative has not strengthened mechanisms to identify and analyse the needs of the groups most vulnerable to gender-based violence, so that they have equal access to services, and can organise themselves to advocate for the protection of their rights to a life free of violence.

- The effectiveness of the initiative's management, based on the progress of the indicators, cannot yet be measured, because the outcome indicators for the second year of work had not yet been measured at the time of data collection for the evaluation.

Operational recommendations

- **To the Spotlight Initiative in El Salvador technical team**: in the design of phase 2, incorporate elements that allow for the development of methodologies and tools to identify groups vulnerable to VAWG and provide them with care that meets their differentiated needs.

- **To the Spotlight Initiative in El Salvador technical team:** In the design of Phase 2, in Outcome 6, prioritise strengthening grassroots organisations with women from groups most vulnerable to GBV, and develop appropriate mechanisms to strengthen their organisational capacity, resource management for their organisation, and to replicate sensitisation to strengthen individual self-esteem.

Recommendations by pillar

To ensure compliance with the global indicators, the Spotlight Initiative in El Salvador technical team is recommended to consider for the design phase 2:

- **Prioritise follow-up to consolidate the expected results in Outcome 1,** with the monitoring of law reform proposals until they are approved. This implies supporting actions and advocacy and lobbying to strengthen CSOs, in particular formal and informal groups of women affected by VAW and allied CSOs (children's NGOs, CONNA, masculinities, FBOs, among others).

- **Consolidate the results expected in Outcome 2**: Consolidate the institutional framework for VAW developed in Phase 1 in partner institutions of the justice sector, consolidate and promote the replication and application of improvements made in Phase 1 in the processes of investigation and preparation of VAW cases with the articulated work of the FGR, PNC, IML; at the same time, promote that women's organisations carry out social control in critical spaces in the route of access to justice for those who report VAW crimes.

- **Consolidate the results expected in Outcome 3:** Consolidate the implementation of the prevention strategies promoted in Phase 1 for the prevention of VAWG and women, consolidating intervention models that can be systematised so that they can be adopted by government institutions and civil society and then scaled up in the communities where the training of replicators has begun, and accompany it with educational and awareness-raising campaigns in these localities.

  - Expand promotion of new masculinities, introducing it in all components that have training activities, and making it a key and visible element in VAWG awareness campaigns.

  - Continue to expand awareness raising and community work through Faith Based Organisations replicators, making new editions of the diploma available through UEES and other religious universities.

  - Add activities to strengthen new groups of vulnerable women, adults and youth, to the VAWG. To do this, disseminate training to empower them in resource management, organisation, and facilitation and content to empower and raise the self-esteem of their members, and build capacity for social control and advocacy. And strengthen the groups with the means to use digital and virtual technology to communicate and provide

training to their members. Promote their integration into feminist advocacy and advocacy networks to eradicate VAWG and femicide.

- **Consolidate the results expected in Outcome 4:** Prioritise the consolidation of successful models of providing essential services with international quality standards and replicating them in new municipalities. It is recommended that this expansion be done by applying an expanded model: comprehensive, articulated with other institutions that have been strengthened to improve access to justice such as the PNC, FGR, the CSJ, and CSOs that operate shelters, and test the effectiveness of the operational model along the entire route and identify the aspects that still need to be strengthened, especially with regard to the articulation and coordinated interaction of different actors so that women can go from one step to the next without falling out of the support network. The validation and strengthening methodology should be centred on the person who suffers violence so that they do not also suffer institutional violence.

- **Consolidate the expected results in Outcome 5:** ensure the continued annual availability of data on the status of VAWG and aggregate girls, supporting DIGESTYC, ISDEMU and the respective national system for data management. Invest additionally in incorporating new indicators to better specify the profile of people who suffer different forms of VAWG, the profile of aggressors, the actions they take to denounce or to resolve the situations they face. Also invest in building capacity for analysis and reporting analysis in a disaggregated manner, making the demographic characteristics of victims of violence visible in the reports generated that feed into LEIV public policy. This could be done by funding research that develops research methodologies that develop tools and instruments for this type of analysis.

- **Consolidate the results expected in Outcome 6.** Redefine a work strategy that strengthens indicators related to vulnerable groups, which measure the strengthening of women's organisations, particularly those made up of women most vulnerable to VAWG. Leave as a legacy a precedent that strengthens the role of feminist and long-standing organisations in transferring capacities to manage resources, develop organisations, empower women and raise their self-esteem, and in developing capacities for social control and advocacy for the protection of their rights. This can be done by giving them the opportunity to manage projects with *subgrants*, which include resources to provide technical assistance and training to priority groups because of their vulnerability to gender-based violence and feminicide, financing priority activities to establish themselves as formalised groups, and adding technical assistance and accompaniment so that they can comply with the management requirements demanded by the Spotlight Initiative and the RUNO.

  o Continue to promote networking and strengthening groups that work on new masculinities and provide training for young and adult men and in training other trainers for replication with peers or in groups.

  o Continue to work with FBOs, academic institutions and other CSOs that strengthen advocacy and lobbying capacity in state bodies and that prepare professionals with a transformed mindset based on the fulfilment of rights in the delivery of their professional services.

- **Improved effectiveness in the purpose of communication campaigns**. To optimise the use of the fewer resources that will be available in phase 2, it is recommended that activities at the municipal level incorporate support campaigns as an integral part of fostering favourable attitudes among the municipal public towards the prevention and care of VAWG victims, and the

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participation and/or promotion of the use of the services that will be provided in the municipalities. Increase collaboration and consultation processes with the EU Delegation's communication team.

13. Is the absorption capacity of the Government, implementing partners or RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?	☒ Very good - Good ☐ Problems ☐ Serious deficiencies

Government

Evidence from interviews, document review and online survey responses indicates that the government's absorption capacity is constrained by the time available since the Pandemic began and recently by the hurricane emergencies. Attention to emergencies has refocused priorities and reduced time spent on Spotlight Initiative in El Salvador issues. Pandemic conditions persist into 2021 with prospects of continuing for the remainder of the year. The effect is that it has created a bottleneck in normative products whose approval is important to proceed with other sub-products and to conclude prosecutor training activities. Despite this, as one testimony from the online survey put it: "despite *all the adversities through which the Initiative has navigated, the institutions and individuals have always given their best to move the actions forward. It must be acknowledged that some of the civil servants of the state institutions are overloaded with activities, and yet, as they are committed and aware that it is to strengthen the work institutionally, they make every effort to make progress in achieving the results.*"

Implementing Partners (CSOs)

In CSOs that are implementing partners, their COVID-19's emergency response capacity has demonstrated its agility and use of innovation. The response to the emergency situation has generated a learning curve in thinking outside the normal context, trying innovative ideas and not being afraid of failure, solidarity support between implementers and beneficiary actors, among others. This will undoubtedly facilitate the design and implementation of the second phase, which will already include lessons learned on how to handle totally unexpected challenges, as well as maintenance of useful practices developed under the "new normal" that promises to continue at least until 2021.

Feminist organisations acting as implementing partners, the GNRSC, and international NGOs have demonstrated a great capacity to adapt to overcome challenges in short timeframes and a strong commitment to meet targets agreed with the RUNOs.

RUNO

The lengthy decision-making processes in public institutions such as the FGR, CSJ and ISDEMU, as well as the tight schedules that have resulted from additional work as frontline institutions in the emergency, affect the financial execution of specific activities for the RUNOs to which they were assigned. These activities were discussed in Question 7. Scheduling activities with these institutions early in the Work Plan has provided a time margin to accommodate rescheduling requests before the closure of phase 1.

Key findings:

- Only 5 percent of the activities in the Annual Work Plan approved by the Steering Committee are in the low progress category, and 9 percent are in the 40-59 percent progress category (see graph

5, question 12). The causes of the delays have been discussed and presented in question 7. This level of delay (in 5 percent of the activities) does not represent a significant bottleneck.

- Question 7 found that 62.5 percent of the causes for activities in the range from 0 to 59 percent of implementation are related to the effect of the pandemic, which caused an increase in the work of frontline institutions. These include the justice sector. These challenges as explained above have required, at the request of the institutions, postponing activities to 2021. However, interviews with these actors show that they are aware of the importance of fulfilling the Phase 1 work plan. To the extent that the technical staff of these public institutions can streamline processes, they are doing so.

- Scheduling activities with these institutions early in the Work Plan has provided time to accommodate pandemic rescheduling requests prior to the closure of phase 1. The RUNOs have defined follow-up measures that they monitor internally and through the UC-M&E.

- CSOs that have acted as implementing partners have performed well in innovating to overcome the challenges imposed by COVID-19 and to meet the commitments made to the RUNOs.

- Pandemic conditions have continued to be present in 2021, with prospects of continuing for the remainder of the year, so constraints faced by partner institutions are likely to continue into the start of phase 2.

Recommendations:

- Taking into account that pandemic conditions continue, it is recommended for the design of phase 2 to include this in the risk matrix, and to plan and schedule actions with the institutions with implementation constraints at the beginning of phase 2 to allow time before closure in case of delays.

14A. Has the Initiative's implementation and results achievement gone according to workplan approved by OSC? 14B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?	☒ Very good - Good ☐ Problems ☐ Serious deficiencies

14A Implementation in accordance with the Work Plan

Question 12 presents the progress in the implementation of the work plan approved by the Steering Committee, which has been in line with the approved changes. This work plan consists of 61 activities that are monitored through 34 [15]global indicators and 24 national indicators (see table 4, question 6). On the other hand, the Monitoring Plan of the global indicators of the Spotlight Initiative in El Salvador has 33 indicators, to which many, but not all, of the activities with sub-products of the work plan contribute. These indicators and the activities that contribute to their achievement are shown in Table 1 of Volume 2.

El Salvador developed a biannual work plan in May 2019 and managed in the first year to implement key activities in each pillar, with tangible results in line with the country programme document. In the second year (2020) the most progress was made on the outputs of the biannual Work Plan approved by the Steering Committee. This plan was adjusted in order to address the COVID-19 pandemic emergency (see

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[15] One indicator is repeated.

question 5). The mandatory containment was used as an opportunity to reformulate the delivery of activities, but it also resulted in a delay in financial implementation, so an acceleration plan was formulated and integrated into the amended and approved Annual Work Plan for 2020. This annual plan is the basis for measuring progress in achieving the ELS Spotlight Initiative results in this evaluation.

Progress towards achieving milestones for the first year, 2019

Figure 6 indicates that in the first year of the Initiative, expected milestones for the indicators in each of the outcomes had been achieved. It also indicates that in outcome 2, 13 percent of milestones were not achieved (indicator 2.1.1, number of public institutions, at national or sub-national level, developing strategies, plans and/or programmes to prevent and/or respond to VAWG, including those groups of women and girls facing intersectional and multiple discrimination). In outcome 3, for 14 percent of indicators, progress is being made towards reaching the expected milestones (indicator 3.2.5 on campaigns that challenge social norms and gender stereotypes).

Figure 6. Progress against milestones (milestones) of indicators. 2019
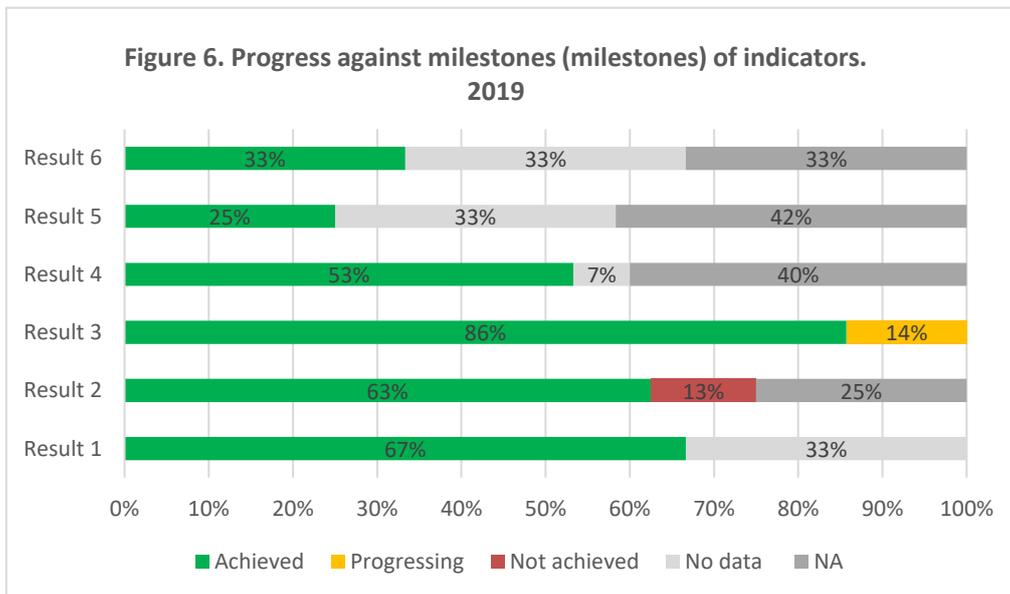
Source: Own elaboration based on data provided by the Spotlight Initiative Secretariat for 2019.

Progress in the second year, 2020

The implementation of the Initiative is interpreted as the implementation to achieve the global indicators. Inputs to the global indicators come from the sub-outputs developed in the activities formulated for each output in each outcome. Although the approved work plan is the same for achieving the indicator targets as for achieving the sub-outputs, the global indicators of the Initiative do not include all the sub-outputs in the work plan. Below is the analysis of progress on the sub-outputs directly related to the 33 global indicators.

Table 1 in Volume 2 of the evaluation report shows for year 2 a weighting of the reported technical and financial progress. Figure 7 below shows the progress of activities that contribute directly to the indicators for each outcome.

Implementation progress of activities contributing to the achievement of the Spotlight Initiative indicators, year 2020

FIGURE 7. SI ELS. PROGRESS OF IMPLEMENTATION OF ACTIVITIES FOR 33 GLOBAL INDICATORS, BY OUTCOME, AS OF DECEMBER 2020 (% OF ACTIVITIES)
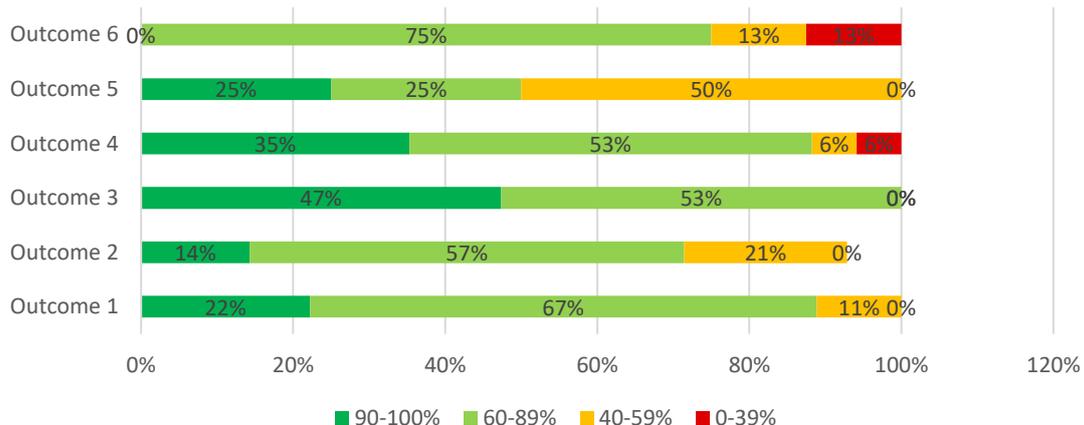
Source: own elaboration based on TOTAL Spotlight Initiative-EL SALVADOR INDICATORS, provided by UC- M&E, activities reported in AWP_2020_11_12_2020 and financial data on budget execution by activities provided by the RUNOs.

In the overall perspective of the indicator plan, the weighting of technical and financial progress indicates at the global level in the contribution to the indicators, **29 percent** of the associated activities have 90 to 100 percent implementation, **57 percent** have 60 to 89 percent implementation, 11 percent have 40 to 59 percent implementation, and only three percent have 0 to 39 percent implementation (discussed in questions 7 and 13). The latter are distributed in outcome 6 (13 percent of the activities for the indicators of this outcome) and outcome 4 (with 6 percent).

As a result, graph 8 shows that:

- **Outcome 1** has 22 percent of activities with 90 to 100 percent implementation, 67 percent with 60 to 89 percent implementation and 11 percent with 40 to 59 percent implementation.
- In **Outcome 2,** there are 14 percent with 90 to 100 percent implementation, 57 percent of the activities are at 60 to 89 percent implementation, and 21 percent are at 40 to 59 percent implementation.
- In **Outcome 3** there is a higher proportion (47 per cent) of activities between 90 and 100 per cent implementation and the other 53 per cent are between 60 and 89 per cent implementation. This outcome is dominated by RUNO implementing partners that have demonstrated a great deal of flexibility in responding to the challenges imposed by pandemic conditions.
- **Outcome 4,** 35 percent of the activities are between 90 and 100 percent implementation, 53 percent are between 60 and 89 percent implementation, six percent are between 40 and 59 percent implementation and another six percent are at 0 to 39 percent implementation (discussed previously in question 7 and 13).
- In **Outcome 5**, there are 25 percent with 90 to 100 percent progress, another 25 percent with 60 to 89 percent progress and 50 percent with 40 to 59 percent progress.
- In **Outcome 6**, 75 percent of the activities are between 60 and 89 percent implemented, 13 percent are between 40 and 59 percent implemented, and another 13 percent are between 0 and 39 percent implemented (discussed in questions 7 and 13).

14B Bottlenecks

The bottlenecks that have an impact on the indicators are those mentioned in question 13 regarding the government's absorption capacity. In question 7, specific limitations were also identified, such as depending on an external agenda for CSOs to be able to advocate in the Global Partnership for Children, the need to repeat calls for research carried out by CSOs and the academy due to the limited supply in the country, among others. In the work with direct beneficiaries of gender cultural transformation programmes, the main bottleneck is being able to reach communities in person or virtually with programmes that have been adapted to both formats, and institutions such as ISNA where girls and adolescents continued to be confined to the staff on duty even during the evaluation period.

Key Findings

- The Initiative is progressing in implementing the work plan approved by the Steering Committee; and, planning and approval has been flexible to manage the pandemic. Changes have been made in response to the COVID-19 pandemic and to accelerate implementation.

- Implementation is on track to achieve the expected results in the indicators, as demonstrated by the overall weighted levels of progress: 29 percent of the activities associated with the indicators are 90 to 100 percent implemented, 57 percent are 60 to 89 percent implemented, 11 percent are 40 to 59 percent implemented, and only three percent are 0 to 39 percent implemented.

- Bottlenecks were generated by the Pandemic. In public institutions in the security sector this was due to the increase in responsibilities for dealing with worsening emergencies and their internal decision-making dynamics. In community work, it was the sanitary conditions that prevented direct access to people benefiting from cultural transformation programmes, especially with the closure of schools, which is still ongoing. This reduced the amounts and times proposed to achieve the goals of the work plan; in addition, the virtual media are not equally feasible for all people in terms of access to the signal and the cost of connecting, even though the programme has subsidised these costs.

- On the other hand, the quarantine conditions of the Pandemic have led to increases in VAWG in households, and adjustments were made to the work plan to respond to this and other emergencies.

Recommendations

- **To UC-Knowledge Management:** Take advantage of identifying successful practices and lessons learned in the process of formulating and carrying out the acceleration plan to ensure compliance with the work plan in pandemic conditions and environmental emergencies. Prioritise the analysis of activities that were most affected and the solutions found to resolve the challenges they faced.

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E. SUSTAINABILITY

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

☒ Very good - Good

☐ Problems

☐ Serious deficiencies

El Salvador has a normative framework that guarantees the institutionalisation of the right to a life free from violence. This space has been gained in the last decade thanks to the efforts of the women's movement from civil society and from positions in public institutions. As discussed in question four, during the evaluation interviews with various informants, the perception was that, on the issue of women's human rights, at the governmental level, "*gender mainstreaming work has regressed in all the institutions that had been achieved... now there is a great risk of going backwards*".[16]

The Spotlight Initiative in El Salvador represents an opportunity because it brings together all the key actors, who have had the opportunity to dialogue, complement their efforts and move forward with a common goal. When the initiative closes, it will be of utmost importance that the social capital gained through the Spotlight Initiative is not lost, and that civil society takes the lead in sustaining the process, with the support of the other actors.

In this context, the initiative has promoted conditions for the sustainability of the process in the various actors and has built the capacity of local actors. The evidence observed is summarised as follows:

Feminist organisations which have led in the past

- Individually, as implementing partners, they have been strengthened in the areas of research, development of care services, development of training programmes in the areas of strengthening the justice sector, social auditing for women's organisations, special care services.
- They have built capacity in other women's groups to monitor the services of the institutional units of special care for women.
- The monitoring capacity of key indicators in the Violence Observatory managed by ORMUSA has been strengthened'.

There is an opportunity to strengthen these long-established organisations so that they can in turn strengthen new women's organisations, especially those most vulnerable to VAWG. For this, they need:

- They need to build capacity to act as a think tank for the process that the Spotlight Initiative has initiated (research, strategic analysis, planning, advocacy).
- They need to build organisational capacity and strengthen the resource management of women's groups with common interests because of their vulnerability to VAWG.
- They need to strengthen their own capacity to act as umbrella organisations accessing resources and distributing them as *subgrants* to committed grassroots organisations that need to excel and advocate to protect their rights.

CSOs on masculinities

The Masculinity Weavers network is a product of the Spotlight Initiative in El Salvador and is made up of male leaders who have been working on the issue of new masculinities through their own efforts. The Spotlight Initiative in El Salvador has provided the opportunity to share their knowledge to promote transformative attitudinal changes in male audiences, among pastors of FBOs, among students and adult

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[16] Evaluation survey.

men in prevention programmes. Their capacity is recognised, and they have been strengthened. They will continue to be key actors in the process of eliminating VAWG, enabling gender-sensitive approaches that bring differentiated inputs to men and women in the communities, and no longer only to women.

Faith-Based Organisations

UNFPA's efforts to engage these organisations in adolescent pregnancy and VAWG prevention programmes have been very timely in generating sustainability with these actors. Faith-based universities remain a key group. The Evangelical University of El Salvador developed the first diploma course for pastors of all denominations, and thanks to the pandemic, the course has been made virtual and available for replication. In addition, UNFPA is making efforts so that other universities can also bring it to their constituencies. So it has become sustainable to increase and strengthen the participation of these key actors, the universities and pastors, who become agents of change through their churches in the communities.

The training schools of public institutions

The RUNOs have been working with the schools of justice sector institutions on their programmes, and with the Spotlight Initiative in El Salvador they were able to add new content and make virtualised programmes available for online teaching of current and future staff in these institutions. The topics addressed are key to improving investigation and case preparation for the specific issue of VAWG and femicide crimes. This strategy promotes sustainability and has been reinforced by the initiative.

International NGOs

UNICEF and UNFPA partners have been key in the implementation of adolescent-oriented prevention models in schools and communities. These organisations such as PLAN International, OXFAM America, and EDUCO, have permanent programmes, operate at the municipal level, and the programmes they have implemented are part of their institutional priorities, which is why their accompaniment will continue beyond the initiative, providing sustainability to programmes that protect girls from VAWG.

They are key actors in promoting local sustainability, as they have the potential to build social capital in the municipalities, with the young people who participate in their programmes, forming a network of volunteers who can replicate knowledge, promote organisation, and get involved in advocacy and social control to safeguard their rights.

Public institutions

The elements that promote the sustainability of VAWG prevention in public partner institutions are institutional policies on gender equality and non-discrimination, which include the prevention of violence against women. The policies create internal regulations that define staff responsibilities, create a violence-free environment in the institution, and legitimise compliance with the national normative framework through staff job descriptions and functions. These policies are among the normative instruments awaiting approval.

The strengthening of institutional gender units, such as in the Ministry of Education, the Legislative Assembly, the CSJ and the FGR, is another mechanism for sustainability because it is through them that institutional gender equality policy action plans and training programmes that help transform organisational culture to eliminate discrimination and expressions of violence are implemented.

Capacity at municipal level

Local sustainability has been strengthened through the institutionalisation of municipal regulations, with the Municipal Violence Prevention Plans and their action plans, strengthening the municipal violence

prevention committees, in particular by introducing the issue of VAWG in the work agenda of these committees, and channelling and coordinating the arrival of programmes in the municipalities with the municipal women's units.

At the municipal level, interventions for the empowerment of women and girls and the promotion of new masculinities continue, supporting the creation and replication of different programmes in the beneficiary municipalities to create or increase capacities and replications that continue to extend knowledge to more women and girls. These interventions have been described as successful by the beneficiaries themselves as the main actors. However, with the pandemic, many activities are not being developed one hundred percent and therefore, there are suggestions to continue doing so on a larger scale and in more territories in a second phase, in order to affirm the good practices of what has been developed so far.

Main findings:

- The observation in question 4 is reiterated, that there is a perception among informants interviewed and reflected with testimonies in the online survey that the issue of women's human rights, at the governmental level, *"is still not being addressed in the necessary dimension"*, and that "*gender mainstreaming work has regressed in all the institutionalism that had been achieved, ... now there is a great risk of going backwards*". [17]

- It is important that actors in civil society, particularly the women's movement in alliance with all actors involved in the issue, are strengthened in the roles that such leadership would demand and are committed to continuing to push forward the measures developed by the Spotlight Initiative in El Salvador when it ends.

- There is considerable local strength to perform the various technical functions, as evidenced by the fact that the majority of staff working in the RUNOs, international NGOs, implementing partners, and contracted consultancies are mostly local.

- The groups of women most vulnerable to GBV that have been left behind have not been able to receive special attention, except in specific cases of hearing and visual impairment, leaving pending the creation of capacities to attend to the following groups: rural women, girls and adolescents, women with disabilities, women deprived of liberty, indigenous women, internally displaced women, LGBTI children and adolescents, trans women, older women, and especially women and adolescents living in gang territories.

- The COVID-19 pandemic and confinement have created new vulnerable groups among poor women and those operating in the informal sector.

Recommendations:

- In the second phase: prioritise forming new alliances for a strategy of closure and sustainability. Formulate in a participatory manner a strategy for the continuity of the processes initiated with the Spotlight Initiative until the objectives of reducing and eradicating violence against women and girls, and feminicide, are achieved.

- It is recommended that Spotlight Initiative in El Salvador identify development workers with objectives and priorities on these same issues and invite them to participate in the development worker committee, and together with CSOs, public institutions and development workers formulate a strategy and plan post-Spotlight Initiative in El Salvador to continue the work that is not completed.

- In the second phase: Strengthen feminist organisations in their role as leaders and operators of umbrella programmes that can build capacity by learning-by-doing through projects to improve the self-management capacity of groups of women vulnerable to VAWG.

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[17] Evaluation survey, 2021.

- <u>In the second phase,</u> prioritise Outcome 6 and design innovative experiences that develop methodologies to strengthen organised groups of women from the most vulnerable groups, so that they become effective agents of change on this issue.
- <u>In the second phase:</u> Identify ways to integrate the actions of the second phase into the work plans of public institutions, particularly those already mandated to prevent, address and protect against violence in general and gender-based violence in particular, as part of the strategy to close the Spotlight Initiative in El Salvador. In this sense, a priority action is to advocate and support ISDEMU's efforts so that the government's plan for security adopts as part of its gender focus the prevention and attention to VAWG and feminicide with regard to women and girls, as well as the focus on new masculinities and the prevention of homicidal violence and gang recruitment for men, adolescents and boys.

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

In Latin America, El Salvador has developed with the Spotlight Initiative a series of good practices that have been mentioned in different reports and meetings, which contribute to the elimination of violence against women and girls, being among them:

- The development of strategic advocacy alliances and communication strategies for joint work between the RUNOs and partner organisations, given the arrival of the pandemic, which allowed for a rethinking of the plan to accelerate processes and position VAW issues. And the close and timely accompaniment of plans in the face of delays by COVID-19.

- Agreements signed with different public sectors, especially in the area of childhood, with the Ministry of Education to coordinate actions to change attitudes and behaviour and prevent violence against women and girls in schools.

- The awareness-raising campaigns and processes developed in a virtual and territorial manner, which have made it possible to directly reach the beneficiary population. And the introduction of the topic of masculinities in different areas.

Key Findings

Good practices were identified during the design of the first phase that should be applied again in the second phase. These are:
- **Participatory consultations for the design**: The consultation processes that took place for the design of the first phase should be systematised for replication in the second phase. They have already started, and it is considered that the results observed during the evaluation show that they were a good practice.
- **Build on experience and institutionalised objectives**: The high levels of ownership, trust between actors, and synergy in the work are the result of good practice in the design of identifying lines of action in the mandate of the RUNOs and partners that fulfilled the purpose of the initiative, that would advance the work of both parties and also ensure sustainability because they are already part of their institutional work plans. This strategy can also work by introducing new actions to meet the objectives that then remain part of the work plan, without having major difficulty in introducing them as something new.
- **The joint work strategy**: as a model designed and applied in the first phase, it has proven to promote efficiency in project management, participation with significant input from various actors,

and prompt and effective decision-making as demonstrated by the actions to manage the 2020 emergencies. The formation of various spaces for the participation of specific sectors, with clear rules on their role and functions, has promoted ownership of the initiative and favoured collaborative action among actors. The Pandemic has limited the formation of this type of social capital, because informants have repeatedly said that the informal discussions for clarification or information sharing that used to take place before and after the meetings of these committees no longer occur and have made it more difficult to build trust and act in a more supportive manner. It would be important to find mechanisms to promote these informal discussions outside of committee meetings to capture the synergy they generate.

- **Technical coherence unit**: During the evaluation, the usefulness of this unit has been tested live. With such a complex project, implementing 60 activities and many more actions to develop sub-products, with multiple simultaneous consultancies, reaching counterparts through separate channels, the opportunities for chaos are innumerable. This unit is the repository of the global vision of the project, visualising whether results are being generated through the inputs of the activities coordinated by the four RUNOs. Together with the monitoring of data by the Monitoring and Evaluation unit, and the constant gathering of information by the initiative's coordinator, these spaces for coordination and technical coherence have been key to achieving the level of progress of the Spotlight Initiative in El Salvador despite the limitations imposed by the pandemic, hurricanes and changes of high authorities in public institutions.

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F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

- MTA Q1: Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?

- MTA Q3: Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?

  MTA Q5: Have all relevant circumstances and risks been taken into account?

- MTA Q6: Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?

Main findings:

1. The programme is aligned with the Spotlight Initiative principles. In particular, the principles of "leaving no one behind", focusing on human rights and gender, as well as "working together".

2. Outcome 6 activities have included strengthening women's organisations at the community level in the sectors most vulnerable to VAWG. RUNO mechanisms for purchasing services and transferring *grants* are difficult to access for non-formally registered, often marginalised, women's groups.

3. The programme is tailored to the needs of the beneficiaries, but there is no consultation with final recipients to identify their needs.

4. The risks have been well defined in the country programme. The COVID-19 pandemic could not have been foreseen, however, the work plan has been well adapted to respond to the situations caused by the COVID-19 pandemic.

5. The global indicators have not been able to match all the outcomes and outputs that the initiative has planned to achieve in El Salvador. The Spotlight Initiative in El Salvador developed 24 *custom-made* indicators to track its entire Annual Work Plan. In particular, more indicators were developed for outcomes three (gender cultural transformation) and two (cultural transformation in public institutions with mandates on access to justice for victims of VAWG).

Recommendations:
Before phase 2:

a) **To the UC**, promote in the Spotlight Initiative Secretariat the adoption of some indicators that measure progress in strengthening processes of access to justice for victims of crimes of violence against women and girls, and feminicide, and others that measure the gender cultural transformation promoted by Spotlight Initiative activities.

To the **Spotlight Initiative in El Salvador technical team** that will design the second phase, it is recommended:

b) Apply good practices from phase 1. Very good practices were followed in designing phase 1 and it is recommended to ensure that these are followed in phase 2, in particular with regard to: broad consultation processes, which should be further deepened with vulnerable groups, choosing activities that are already embedded in institutional work plans, building on the experience of partners and allies, and following participatory consultative processes.

c) Prioritise strengthening the application of the principle of leaving no one behind in Outcome 6 to strengthen the women's movement, particularly those most vulnerable to gender-based violence and femicide, by identifying and developing methodologies to ensure their inclusion in processes

to protect their rights to a life free from violence, building their self-esteem, their capacity to organise and manage organisational resources to be able to advocate with the state for the protection of their rights.

d) In the design of phase 2, incorporate elements that allow for the development of methodologies and tools to identify groups vulnerable to VAWG and provide them with care that is tailored to their differentiated needs.

e) Consider broadening the work being done on masculinities.

f) Leave as a legacy working models that allow for the precise identification of the profiles of the people most vulnerable to gender-based violence and the profiles of the perpetrators. This is relevant in Pillar 5, strengthening mechanisms for data collection by disaggregating data in greater depth, and analysing information more disaggregated by intersectionality variables.

g) Review whether all current indicators are appropriate to the current activities and whether new indicators need to be defined or studies need to be carried out to measure the expected results.

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

Main findings:

1. Currently in El Salvador the political context has seen few public statements by executive institutions on the issue of VAWG. Civil society perceives that, in terms of women's human rights, this issue is not receiving the necessary attention. It is perceived that there is a setback in gender mainstreaming work and in all the institutionalism that had been achieved on this issue.

2. ISDEMU as a governing body considers that its knowledge of the work of the Spotlight Initiative in El Salvador is not comprehensive and occasionally does not receive notice of interventions that require its participation, such as providing institutional input to studies and consultancies.

3. The role that the GNRSC as representatives of organised civil society could play has not been enhanced to the extent that they would like. They have very limited knowledge of what civil society implementing partners are doing and have little opportunity to act as a channel for disseminating knowledge generated by the Spotlight Initiative in El Salvador. The link they represent with segments of society that could be mobilised as allies for advocacy, or whom they can sensitise by sharing the knowledge products developed in prevention and awareness-raising programmes, including issues of new masculinities, has not been enhanced.

4. During the quarantine of the pandemic, participants representing vulnerable groups (youth, indigenous people, and LGBTI) stopped participating for various reasons. Forms of support should be identified to ensure their continued participation. In addition, it is not explicitly defined in their roles that an important contribution is to give voice to the special needs of the population groups to which they belong.

5. The management process and functioning of the Steering Committee is highly regarded as a functioning and effective mechanism.

Recommendations

Before Phase 2

a) **Strengthen relations and the role of the governing body ISDEMU in the dynamics of the Spotlight Initiative in El Salvador**. With the approval of the Steering Committee, introduce into the joint work strategy a new strategic space for interaction that allows ISDEMU's governing body and its counterpart, the UNS Resident Coordination, with the EU Delegation as funding partner, to be informed in a comprehensive manner of the technical progress of the entire Spotlight Initiative in El Salvador, in relation to its Theory of Change, and to have exchanges of ideas that promote the continuity and sustainability of the process bequeathed by the Spotlight Initiative. The results of these discussions could feed into the Technical Committee. These authorities could, in turn, advocate in their spheres of influence to promote these ideas to, for example, to the UNS, the Specialised Technical Committee for government institutions, and international cooperation.

b) **Strengthen the functions of the GNRSC to facilitate partnerships with various sectors of civil society**. Expand mechanisms for GNRSC members to learn first-hand about what is being done in the initiative, particularly by civil society implementing partners. Organise events to introduce civil society members interested in supporting VAWG prevention to the knowledge generated by the Initiative, and to build alliances for joint advocacy on VAWG prevention issues.

Phase 2

It is recommended to the **Steering Committee to** approve:

c) The expansion of the governance strategy with new objectives to consolidate the sustainability of the articulated, coordinated process involving all relevant actors in the eradication of gender-based violence and femicide as follows:

   o In view of a possible slowdown in the implementation of the existing normative framework by public institutions, that the role of feminist organisations in civil society be strengthened to take the lead in identifying, disseminating and promoting strategic actions that keep the Spotlight Initiative-organised process intact.

d) Under Outcome 6, strengthen the capacities of women's organisations to act as think tanks for VAWG (research, strategic plans), foster joint actions with various sectors of civil society for advocacy and social oversight on the issue, and strengthen other informal women's organisations to enter into formality and improve their capacities to defend their own rights and support the advocacy and social oversight actions of the women's movement.

3. PROGRAMME MANAGEMENT:

- MTA Q2: Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved? Are programmes implemented in line with the UN System reform?

- MTA Q7: Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?

- MTA Q10: How effectively is the Initiative managed? How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate? [*are staffing levels appropriate?*]

- MTA Q11: Are the chosen implementation and coordination mechanisms (a "new way of working", in line with UN Reform) contributing to greater efficiency?

- *Add Efficiency: Are the resources budgeted for (as well as the resources made available) sufficient for the planned actions (no over- or underfunding?) [are the 18% allocated for programme management sufficient]? Is the programme generating additional resources? If so, how much (in % of total budget)*

Main findings:

1. El Salvador has demonstrated that formulating a joint work strategy and technical coherence that defines the actors involved, their roles, their spaces for participation, and their relationship with each other is a good practice for the management of a programme with the complexity of the Spotlight Initiative in El Salvador. It has allowed for a high degree of efficiency in implementation.

2. For the monitoring of activities, the evaluation identified as practices, the frequent sharing of global financial information by RUNO, between RUNO and UC. The activity monitoring is done by the RUNO coordinators of each RUNO. The financial details of each RUNO's work plan are shared directly with the Spotlight Initiative and its headquarters and regional offices, but not with the Spotlight Initiative in El Salvador UC. This provides a half-hearted view of technical progress, but without the benefit of triangulation with financial information. To date, practice indicates that only quarterly reports inform the UC and M&E of the details of financial execution by activity.

3. The Joint Working Strategy and the Technical Coherence Unit are two tools developed by the Spotlight Initiative in El Salvador that make UN reform a reality and put it into practice.

4. Programme management, as measured by progress in completing the outputs of the activities under each outcome, has worked efficiently resulting in an average of 83 per cent progress in the implementation of funds.

5. A combination of implementation modalities has been used in the Spotlight Initiative in El Salvador. The balanced combination of using contracting services, with direct purchases and a high percentage of *grant* transfers was observed to have resulted in a smooth budget execution in three of the RUNOs.

6. Only five percent of the activities in the Annual Work Plan and three percent in the Indicator Matrix show 0-39 percent implementation. Much of the implementation constraints are due to the fact that the COVID 19 pandemic triggered an increase in responsibilities for frontline public partner institutions in responding to the pandemic and climate emergencies.

7. The resources for the coordination of an initiative with the complexity and number of activities (61) as the Spotlight Initiative in El Salvador are insufficient to cover the time required to handle information requests from the Spotlight Initiative, the RUNO headquarters and regional offices, the coordination between RUNO and UC, and to carry out the assigned work plan. Coordinators at all levels and from Technical Coherence have contributed a significant time overrun to the success of the Spotlight Initiative in El Salvador.

Recommendations:

Before phase 2

The **Coordination Unit and the RUNOs** are recommended to,

a) Complement the monitoring of technical progress of results with financial information on implementation by activity, in order to have a more complete picture.

Phase 2:

To the M&E Unit at UC,

b) Request M&E at the Spotlight Initiative Secretariat to recommend an indicator to measure with a global indicator the results of activities to strengthen the justice sector in relation to the attention to cases of victims of crimes of violence against women and girls, and feminicide.

To RUNO representatives and the RC,

c) Incorporate VAWG as a priority theme in the Country Programme Development Framework, including some indicators that allow for continuity of the work done in the Spotlight Initiative in El Salvador in the next programming period.

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4. PROGRAMME IMPLEMENTATION AND RESULTS:

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

Main Findings:

1. The results of the weighting of progress levels in the implementation of <u>activities in the approved work plan that were directly related to the Spotlight Initiative in El Salvador indicators</u> show that at the end of December 2020, **29 percent** of these activities were estimated to have 90 to 100 percent implementation, **57 percent had** 60 to 89 percent implementation, 11 percent had 40 to 59 percent implementation, and only three percent had 0 to 39 percent implementation.

2. The COVID-19 pandemic caused delays in the implementation of the original work plan. Corrective measures were taken by making adjustments to the annual work plan and budget, to the work modalities, taking into account acceleration and emergency measures, estimating timelines that extended to March 2021, and identifying measures to be taken to ensure the execution of the plans. These measures include advocacy actions, supervision and close accompaniment of implementing partners, by the Resident Coordinator, representatives of the RUNOs and the coordinators of the Initiative.

3. Handling requests for information about the initiative takes up a considerable amount of the time of the coordinators in the RUNOs and the Coordination Unit, directed to their regional offices, headquarters and IS Secretariat.

4. Local governments, end-users, the governing body of VAW, ISDEMU, and partner institutions have expressed the need to extend services for those suffering from VAWG to the territories.

5. Among the findings, there are few activities targeting women and girls in groups especially vulnerable to VAWG, with intersectional discrimination. These groups include those who live with disabilities, live in rural areas, are indigenous, are sex workers, are transgender women, are women deprived of liberty, and since the beginning of the pandemic there has been an increased risk for poor women, and women working in the informal sector.

6. The activities in Outcome 6, due to their design and the low organisational capacity of these groups, have not channelled support to strengthen women's organisations, to strengthen their capacity to organise themselves and to empower them for self-management and advocacy. What has been achieved is to develop the capacity of women's groups to carry out monitoring and social control, to provide care services under the new virtual normality, and to strengthen the research capacity of feminist organisations.

Recommendations:

The **Coordination Unit and the RUNOs** are recommended to,

Before Phase 2

a) **To better target activities requiring attention, triangulate evidence with financial information on expenditure execution by activity.** To better monitor the activities and their contribution to the indicators, it is important to complement the technical information now collected by the coordination unit with monthly information on the execution of programme expenditure by activity, in order to better assess the degree of progress towards the closure of each activity, and to provide alerts based on more complete evidence, so that the RUNOs can take timely action. For the evaluation, in light of the fact that there was not yet an annual technical and financial progress report, all RUNOs provided this financial information without major difficulty.

b) **Design a closure plan with a strategic and long-term perspective**, defining mechanisms of interaction between civil society, state and cooperation to continue the process, and prioritising the strengthening of mechanisms to make it work, during phase 2.

Phase 2

c) **Consolidate work on the six pillars** (see question 12), but refine and consolidate the sub-objectives to ensure that by the end of phase 2:

   - consolidate working models to promote the path for access to justice and essential services in an articulated way, focused on people who suffer violence;
   - consolidate the strategies, models, guidelines, and other tools developed in Phase I, implementing and adjusting them to function at the municipal level;
   - prioritize implementation in territories where the need to articulate justice processes coincide with care services in order to pilot the operation of the complete care route (legal, health-psychosocial);
   - guide communications campaigns to sensitize the population, as a way to offer support in the territories where services are piloted;

- expand the target group to serve groups that are invisible and more vulnerable to VAWG and feminicide, and adjust the models developed to be appropriate for these target groups, including the GNRSC guidelines

d) **Expand the definition of vulnerable groups** to women, girls and adolescents who are: people with disabilities, native/indigenous people, sex workers, women deprived of liberty, LGBTI people (especially trans women), those who are living in environments controlled by gangs, in a situation of forced internal displacement, the rural environment, have minimal economic resources, work in the informal sector.

e) **Inclusion:** Leave as a legacy working models that allow the precise identification of the profiles of the people most vulnerable to gender violence and the profiles of the aggressors. This is through Pillar 5, strengthening mechanisms for data collection, disaggregating in greater depth, and analysing the information more disaggregated by intersectionality variables. And, in Pillar 6, promoting the identification of groups of women from vulnerable sectors to strengthen their organizational capacity, advance them in formality, build their self-esteem and the capacity for organizational self-management, orient them to means of strengthening their economic autonomy, strengthening the capacity of do social oversight and advocacy to protect their rights**.**

f) **Capacity-building:** To ensure the application of the capacities strengthened in phase 1, establish means of monitoring the performance of Prosecutors and judges trained in the management of VAWG cases, and provide feedback on this information to improve training and support technician to ensure quality work in the due process of justice.

g) **New alliances for a closure and sustainability strategy:** it will be important in the second phase, to formulate in a participatory manner, a strategy for the continuity of the processes started with the Spotlight Initiative until the objectives of reducing and eradicating violence against women and girls and feminicide are achieved. It is recommended to identify donors with objectives and priorities on these same issues and invite them to participate in the donor committee, and that, together with CSOs, public institutions and donors, a strategy and plan is formulated to continue the work that cannot be completed with the Spotlight Initiative in El Salvador.

h) **Better effectiveness in the purpose of communication campaigns.** To optimize the use of the available resources in phase 2, it is recommended that when formulating operational strategies, the communicational support they will require to promote favourable attitudes and participation and / or use of the services, is considered as an integral piece for municipalities.

ANNEX 1. DOCUMENTS ANALYSED

Sources of Information: List all documents analysed	
Spotlight programme documents	**Availability**
Country Programming document as approved by OSC	Yes
Country Budget as approved by the OSC (may also include revised budget)	Yes
Spotlight Country Programme Snapshot	Yes
Inception report	NO
Annual report/s	yes
Annex A Country Report (included in the Annual Report)	Yes
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	Yes
Spotlight Initiative financial information on the MPTF Gateway	Yes
Knowledge management workplan	Yes
National CSO Reference Group workplan	NO
CSO Reference Group Bios	Yes
Communication workplan	yes
Stories directly from the Calendar	NO

Other Documents

Planificación (6 documentos)

- Plan COVID
- Plan de aceleración
- Matriz de riesgos actualizada
- Resumen de actualización de AWP
- KM workplan and timeline_2020_ Final
- AWP 2020_11_2020

Trabajo conjunto (9)

- Estrategia de trabajo conjunto
- Estrategia de comunicación para el desarrollo
- Calendario de reuniones 2020
- Calendario de actividades conjuntas 2020
- Marco de prevención de violencia – Pilar 3 y su presentación.
- Avance marco de atención municipal
- Nota de la Secretaria General Adjunta

Gestión (31 documentos)

- MINUTAS REUNIONES COMITÉ DIRECTIVO (5)
- MINUTAS REUNIONES COMITÉ TECNICO (8)
- MINUTAS REUNIONES GNRSC (6)

(12 Documentos:)
- Lineamientos coherencia técnica

- Dossier comité Directivo de última reunión – 8 diciembre 2020
- Carpetas memorias de reuniones Memorias: GNRSC – Comité Directivo y Comité Técnico
- Bios GNRSC
- Presentación coherencia técnica – 17 de diciembre 2020
- Presentación monitoreo y evaluación – 17 de diciembre 2020
- Presentación Spotlight – 17 de diciembre 2020

Comunicaciones, innovación y gestión de conocimiento (11 documentos)

- Paquete de Boletines; Video y Luces y Acción
- Listados de reproducción de YouTube; Boletines
- Matriz de innovación y productos - subido 18 de diciembre 2020
- Documento consolidado de historias de vida y testimonios
- Los municipios en el marco del COVID
- PDF interactivo de COVID
- Conversatorio con México y Argentina
- Sondeo de VCM en cuarentena
- Learning lesson: Fortalecimiento de organizaciones de mujeres, pendiente la de servicios esenciales

M&E (9 documentos)

- Estrategia de M&E
- Tabla global de indicadores
- Matrices de M&E
- Dashboard de comunicaciones
- TOTAL INDICADORES DE LA IS-EL SALVADOR
- FICHAS INDICADORES
- Q3 Consolidado y proyección 30 oct 2020
- Actividades catalizadoras

AWP 2020_11_12_2020

Programático (2)

- Documento productos 2020 (Video) - subido 18 diciembre 2020

RUNOs

- Informes de las IP:
  - Actividades 1.1.2
  - Actividades 2.1.1, 2.1.3, 2.2.3
  - Actividades 3.1.4, 3.1.5, 3.1.6, 3.2.3
  - Actividades 4.1.8, 4.1.9, 4.1.13, 4.2.1, 4.2.4
  - Actividades 5.2.1
  - Actividades 6.1.1, 6.14, 6.2.2, 6.2.3, 6.3.1 6.3.2
- Productos (informe)
  - Actividades: 1.1.2,
  - Actividades: 2.1.1, 2.1.3, 2.2.1, 2.2.3
  - Actividades: 3.1.1, 3.1.2, 3.1.3, 3.1.5, 3.2.1, 3.2.3
  - Actividades: 4.1.2, 4.1.5, 4.1.7, 4.1.8, 4.1.9, 4.1.13, 4.1.15, 4.1.16, 4.2.4
  - Actividades: 6.1.4, 6.2.3,
- Sistematización del pilar 6 y las capacitaciones a las OSC

OTROS:

1_A new generation of UN Country Teams.pdf

2_ The reinvigorated Resident Coordinator Offices.pdf

3_ Enhanced Resident Coordinator Offices.pdf

A_72_E UN 2ND REPORT SG.pdf

UNDAF 2016-2020 El Salvador.pdf

Información financiera por actividad por RUNO, al 31 de diciembre 2021 de:

UNICEF

UNFPA

UNWOMEN

UNDP

Nube HERA (6)

- Final CDP_El Salvador-signed DSG-1Mar2019(1)
- Funds Tors – Description of Action Spotlight Initiative Rider II (hera)
- EL SALVADOR Spotlight BUDGET REVISpotlight InitiativeON FINAL (hera)
- ELS Spotlight budget V4 30 Nov MU OSC_Final
- HERA/CSO/BIO_Grouped_El Salvador 2509 FINAL format.pdf
- HERA/El Salvador/reports/Spotlight El Salvador 2018 Country Report Absolutely final

DOCUMENTOS Brindados por informantes (22)

- Fichas indicadores UNFPA Rev cm 15.09.2019
- PLAN SAN MARTIN
- PLAN SANTA ANA
- PRESENTACIÓN DE AVANCE UNICEF 30112020.ppt
- Fortalecimiento de competencias SPOTLIGHT.pdf
- Dossier Spotlight 2020.pdf
- Tabla ejecución financiera-31 dic 2020 (versión 1).x.sb (UNFPA)
- UNFPA- MONITOREO+ACELERACIÓN (rev. UNFPA 25.10.2020)
- Anexo A-Matriz de monitoreo de los indicadores- UNFPA.xls
- Gastos Spotlight UNFPA 2020-GL al 24 enero.xls
- Reporte Trim Progreso TSP FINAL REV EDUCO en 2021_firmado
- REPORTE DE GASTOS SPOTLIGHT AÑO 2020 POR ACTIVIDAD
- 00109099 DETALLE ESCUELAS CAP (003).xls (PNUD)
- Ejecución financiera al 15 enero 2021 (002).xls (PNUD)
- Ejecución financiera fondos programáticos_Spotlight_UNICEF.xls
- UC REPORTE AVANCES Q3 Revisado 22-01-21.xls (UNICEF)
- BG Consultores_Informe Linea de Base Spotlight LB El Salvador_contrato 4900 pnud_v4f-1
- DOSSpotlight InitiativeER COMITÉ DIRECTIVO 8_12_2020.pdf
- Dossier COMITÉ TÉCNICO_30_11_2020.pdf
- El Salvador-Spotlight country Programme 02Dec OSC final.doc
- OP_EST_3T-2020_ESP INFOSEGURA DELITOS 2020.pdf

VCM CA Y RD 2020 INFOSEGURA

ANNEX 2. LIST OF PERSONS INTERVIEWED

Sources of Information: List of persons interviewed			
Stakeholder group	**Institution / organisation**	**Name**	**Position**
Civil society	GNRSC REPRESENTATIVES	Morena Herrera - Feminist Collective Daysi Cheyne -Orchids of the Sea José Ramírez - Masculinities Rosa Ramos - Liquidambar Women	Leaders / lideresas
Civil society	ORMUSA	Jeannette Urquilla Silvia Juarez	Executive Director and Programme Officer
Academy	UEES	Ricardo Rivas	Dean Faculty of Social Sciences
Academy	CEMUJER	Ima Guirola	Project Officer
International NGO	INTERNATIONAL PLAN	Carmen Elena Alemán Dr Anabell Amaya Marcelo Acevedo	Director Programme manager of the organisation Project Coordinator
RUNO	UC	Yolanda Villar	Project Coordinator
	UNFPA	Mario Iraheta	Assistant Representative UNFPA
	A WOMEN	Ana Elena Badilla	UNWOMEN representative in ELS
	UNDP	Georgina Braga Orillard	UNDP Resident Representative
	UNFPA	Hugo González	UNFPA
	UNICEF	Yvette Blanco	UNICEF ELS Representative
	ONE UN	Birgit Gerstenberg	United Nations Resident Coordinator
Local Governments	MUNICIPAL LIAISONS	Karla Mena Rosa Emilia Ochoa Marta Alicia Canales	Municipal Liaison, San Miguel Head of secretariat of the San Miguel Family Unit Sint Maarten Municipal Secretary
Spotlight Stakeholders in El Salvador - Briefing Meeting	BRIEFING No. 1 OF THE EVALUATION	● Cinthya Urbina ● Yeni Rivas ● Maria Portillo ● Carmen Liliana Reyes Mancía ● Aurora Cubias ● Marcela Pleites ● Carmen Medina ● Cinthya Urbina ● Ondina Castillo ● Ana Ruth Orellana ● Begoña Arellano ● Deysi Cheyne ● Silvia Reyes ● Seidy Marisela ● Maria Portillo ● Ima Guirola	Association UG, MINEDUCYT Technical UNWOMEN Technician, UNICEF M&E, UC UNICEF UNFPA UC UNFPA Women's movement ELS Deputy Rep UNICEF GNR-SC UNDP CSO CSO CEMUJER

DONOR	Delegation of the European Union to El Salvador	Alicia Louro Peña	Cooperation attaché European Union delegation in El Salvador
RUNO	UNFPA	Ondina Castillo Carmen Medina	Gender, UNFPA IS Coordinator, UNFPA
IMPLEMENTING PARTNER	EDUCO	Sabrina Arteaga	Director
RUNO	UNWOMEN	Georgina Salvador Miriam Bandes	VCM Project Officer Project Officer
WOMEN'S WOMEN	ORMUSA	Mayra Bolaños	Project Officer
RUNO	UNICEF	Begoña Arellano Liliana Reyes	Deputy Representative Coordinator
IMPLEMENTING PARTNER	OXFAM	Mélida Guevara Ivania del Carmen Lazo Gálvez.	Programme Officers
PUBLIC INSTITUTION EXECUTIVE	FGR	Ms. Marina Haydee Martínez de Ortega	National Director for Women, Children, Adolescents, LGBTI Population and Other Groups in Vulnerable Situations
SUPREME COURT OF JUSTICE	CSJ	Ana Zoila Cristales Doris Luz Rivas Galindo	Head of the Technical Unit for Victim and Gender Services Magistrate Head of Specialised Courts
LEGISLATURE	LEGISLATURE	Audelia Guadalupe López Carolina Villeda	Chair of the women's committee and coordinator of the GPM Gender Unit
PUBLIC EXECUTIVE INSTITUTION	PNC	Angel Ever Manzano Chief Sub-Inspector Aldo Alberto Ramírez Noches	Commissioner Citizen Attention Unit
PUBLIC EXECUTIVE INSTITUTION	ISNA	Manuel Antonio Sánchez. Serena Morales. Isis Cañas.	Executive Director. ISNA Deputy Director for the Defence of Individual Rights ad interim and ad honorem. CONNA Deputy Director for the Promotion and Protection of Collective and Diffuse Rights, ad interim and ad honorem. CONNA
RUNO	UNDP	Silvia Reyes Silvia Guzmán	Programme Officers
MULTI-STAKEHOLDERS	IS ELS TECHNICAL COMMITTEE		
SPOTLIGHT TEAM	COORDINATION UNIT TECHNICAL CONSpotlight InitiativeSTENCY	YOLANDA VILLAR AURORA CUBIAS MARGARITA FERNANDEZ	UC M&E TECHNICAL CONSpotlight InitiativeSTENCY
PUBLIC INSTITUTION	MIN. OF FOREIGN AFFAIRS	GILMA MURILLO	UG, MIN. RREE
PUBLIC INSTITUTIONS	ISDEMU ESCO	María Lilian López Arla de Palma	Executive Director Project Officer

hera
right to health & development

Spotlight
Initiative
To eliminate violence
against women and girls

		Asalia days	Project Officer
FOCAL GROUPS	Women and youth beneficiaries of programmes		
FOCAL GROUPS	Men and adolescents participating in programmes with new masculinities		
FOCAL GROUPS	Civil servants benefiting from training programmes.		

Regarding the usefulness of the programmes in which they have participated, the participants of the focus group of adult and young women expressed:

- *"...we, most of us who have been violated, it has helped us to take care of ourselves, to defend ourselves as people and human beings; and I put it into practice with my son who was going through economic violence at home and I replicated the knowledge; and my daughter became empowered, and she learned, and she asserted her rights and we managed to get me to help her with feeding my granddaughters. All of us women who are preparing ourselves, **we want to learn and know more and we ask the organisations not to leave us and that what we have learned can be put into practice** so that in El Salvador we don't continue to be violated. And nothing to do with years ago..."*

- *"...yes, we would like it to continue, but we would like it to expand because in Apopa they don't know about it. The majority of women don't know about LEIV, how to file a complaint, or the route to file a complaint, we need to expand workshops and training at a national level and there would be fewer women who are raped, and a mother would be able to protect her daughter knowing how to do it or the rights..."*

- *"...it is good this process of continuity, and we didn't know, for example, before that we suffered violence, until then we knew about economic and psychological violence and to keep learning and keep sharing knowledge..."*

- *" Yes, I am an example; I was abused, and thanks to organisations and concerned women I knew my rights and when I found out, I learned and valued myself; because of the trainings I became empowered, and I fight so that others are not abused."*

Focus group testimonies demonstrate that the services provided by Spotlight Initiative in El Salvador respond to needs, for example,

- *"...they received us well at the comptroller's office and did not discriminate against us, and they answered concerns and clarified a lot of questions. The PNC and PGR were also kind and explained the geographical area of actions, for example, in Juayua, which has no FGR and the PGR does not help there."*

- *"...I felt sorry in my case and nothing could be done. Cemujer (Implementing Partner) has looked after us very well. And I presented myself for the psychologist at Clínica Victoria de salud, and I was asking where to go, and I went to Cemujer, and they support and advise me a lot and initially I had to go to the PGR and the lawyer accompanied me..."*.

However, this does not imply that the services they are trying to strengthen through the programmes have already been transformed. The need to strengthen care units and specialised courts continues to be felt. One informant reported that in the comptroller's office they run,

- *"in the cases we have attended to in San Jacinto, they are still pending. And in one example of a girl who was raped by the father and they didn't give her support fees, they just took her out of the place and she was sent to foster care for a while and they gave her back to the family. I am not sure if it was the state. These supported girls need to be helped **to go out into society in a useful way without being dependent on someone, and to be independent"**.*

The need to introduce an element of economic autonomy has also been confirmed by ISDEMU as a priority on which her institution is working.

Other examples of the need to transform the institutional culture and impose norms on the behaviour of operators in frontline institutions such as the PNC were witnessed by informants. When encountering the system, it still does not work as it should. For example:

- *"the PNC (National Civil Police), the place is not adequate to attend to victims, everything is jumbled, and the specialist treats ... and they say they have shelter for women to stay there, but it cannot be more than two nights and under bad conditions, they do not offer them kits, and there is a fund designated for that, but they do not take care of it, and it was in San Salvador..."*
- *"sometimes those who tell us that they protect us violate us, for example, the PNC did not respect me and two 17 year olds in the flower workshop and the police and soldiers arrived and treated us like criminals. It is sad because we go to them for security, it is unfortunate that they abuse us, they are the first ones to beat or threaten us, and they say that they will blame them for other crimes and if they are women, they treat us badly".*

The focus group with adolescents of both sexes indicated:

- *(Male) "Everything learned personally has served me to guide us in our maturity we will put it into practice personally and with other people and it served me for a scientific research, and we put them into practice at school, as student president."*
- *(Female) "... I filed a complaint with the FGR for sexual abuse, and I don't know if the process is the best for the victims, and the complaint is in process. There are cubicles, where in my case I was reporting and there were more people, and it was not very private..."*
- *(Female) "...We have increased capacity, before they violated our rights unconsciously, because we did not know our rights, and now we know what to do today, and follow the route before the authorities..."*
- *Female) "...Thanks to these programmes I have become interested in feminism and to know laws and to know that they protect me..."*

What youth prevention programmes leave behind:

- (*Female*) *"...if the support ends, we are already **knowledgeable it would be great to network volunteers and share what we know**..."*
- *(Female) "...we can replicate this and I have worked with younger grades and given talks on what I know. **I would like them to add the topic of drugs**."*
- *(Female) "...we can be facilitators, what we learned to do...we can replicate it, and it would be good for more people to know the topic."*
- *(Male) "...we were in entrepreneurship fair and we were part of the staff replicating the topic and even older people, they were interested to know more about the topic, we have the capacity to be facilitators".*

The focus group of adult and young men incorporated volunteers who have worked on the topic of masculinities, and in the case of FBOs, also on the prevention of teenage pregnancy.

- *According to their testimony, the experience of participating in the diploma course offered by the Evangelical University of El Salvador (UEES), as an implementing partner of UNFPA, was "...A pastoral action in the face of feminicidal violence and teenage pregnancy. It provides tools to communities of faith; being virtual, it had an impact at the national level in different departments of the country, learning and creating tools and an action plan to identify the problem as well as in their communities, and raise awareness, create parameters to intervene and be able to leave something in their*

communities to change this problem, realise that there is a problem, and take action. The diploma course leads us to give a biblical reinterpretation and to be aware as a church and take responsibility for our role in society.

- *Another member of the PNC who operates in a UNWOMEN ODAC indicated that they are dealing with complaints, crimes of aggression against minors who are incapable; and, "they try to see them as equals, evenly, respecting gender equality, with a gender focus. This is how people are treated.*

- *On training in masculinities, one informant indicated that: "It helps us to deconstruct that patriarchal macho learning that we learnt from a young age and that we continue to reproduce. We want to stop these behaviours. We have to put a stop to violence. With Alberto Blanco's teaching, we have good practices to begin to eradicate these socio-cultural patterns. Those gender constructions that we had been given, even towards other men.*