Spotlight Mid-term Assessment Report using ROM review

Type of ROM review	**Projects and programmes**
Project title	*MID-TERM EVALUATION SPOTLIGHT INITIATIVE - HONDURAS*
Project Reference	**00112284**
EU Delegation in charge	HONDURAS

Key information					
Domain (instrument)	Region				
DAC Sector	Human and social development: "Gender equality".				
Zone Benefitting from the Action	Country				
Type of Project/Programme	Geographical				
Geographic Implementation	One country				
Contracting Party	SPOTLIGHT INITIATIVE				
EU contribution	USD 7,200,000				
Project Implementation Dates	**Start date**	01/02/2019	**End date**	31/12/2022	
ROM expert(s) name(s)	MARITZA SUYAPA GUILLEN SOTO and MARTA MEDINA				
Field phase	**Start date**	22/12/2020	**End date**	29/01/2021	

Scoring overview: green (good) orange (problems) red (serious deficiencies)

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	1	2	3	4	5	6
Relevance	🟢	🟢	🟢	🟢	🟢	🟢

	7	8	9	10	11
Efficiency	🟠	🟠	🟢	🟠	🟢

	12	13	14
Effectiveness	🟢	🟠	🟠

	15
Sustainability	🟢

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	1	NA
Resident Coordinator Office	1	1
Partner country government	11	1
UN Agencies	4	5
Spotlight Team	3	
CSO Reference Group	1	NA
Implementing partners	9	7
Final beneficiaries	13	NA
Other	NA	5

Key documents	Number
Essential documents	13
Other documents	16

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A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

Introduction

The Spotlight Initiative Honduras Programme, launched in 2019, supports interventions in six pillars: 1) legal and policy framework, 2) institutional strengthening, 3) prevention and norm change 4) quality services 5) data management 6) women's movement. The Programme implements both national and targeted interventions in the municipalities of Intibucá, Tegucigalpa, San Pedro Sula, La Ceiba and Choloma.

The main stakeholders in the Programme include national government institutions, institutions of the five municipal governments mentioned above, the UN agencies receiving funds (RUNO), the UN Resident Coordinator (RC) along with his office (RCO), the European Union (EU) Delegation in Honduras, the National Civil Society Reference Group (NCSRG) and implementing partners (IPs) - mainly civil society organisations (CSOs). Programme beneficiaries include women's organisations and youth groups.

For the purposes of this evaluation, the following grading 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 to be addressed to avoid negative repercussions for the global performance of the project or programme. Necessary improvements do not however require a major revision of the intervention logic and implementation arrangements.
Major issues identified and major adjustments needed	There are deficiencies which are so serious that, 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.

Purpose and objectives of the mid-term evaluation (MTA)

The purpose of the MTA is to evaluate the country Programme at the end of Phase I, with the disbursement of 70 per cent of the total funds, take stock of where the Spotlight Initiative in Honduras stands with respect to the initial programme, provide a snapshot of implementation at the time of the evaluation, provide stakeholders with information on Programme performance, contribute to future Programme design with lessons learned, and 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 the further implementation of the Programme.

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 the 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 Secretariat. The 15 MTA questions are grouped by relevance, efficiency, effectiveness, and sustainability, and are answered in the various sections of this report.

In this document we will interchangeably use Initiative, Spotlight Initiative in Honduras or Programme to refer to the Spotlight Initiative Honduras Programme.

Limitations and measures taken:

- The process of arranging interviews and data collection took longer than planned, due to the Christmas and New Year holidays during which many key informants took holidays, while others were attending to the Eta and Iota hurricane emergencies in the country. Most informants resumed work only in the second week of January, or those contacted did not respond immediately to our request for an interview. The data collection period was extended by one week and adjustments were made, e. g. replacing some key informants to cover the entire range of stakeholders as planned. In addition, the consultants showed great flexibility in adapting to the proposed times and days to ensure that the scheduled interview plan could be carried out.

- Field visits were not possible due to meeting and mobility restrictions imposed in response to the COVID-19 pandemic in the country. All interviews and focus groups were conducted virtually.

- 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.

- Official financial reports are available for up to Quarter 3 2020 [30 September 2020]. Certified financial reports for the whole year 2020 will be made available in late May 2021, these reports follow the established inter-agency process for reporting on pooled funds in a Multi-donor Trust Fund and according to the timeline set in the EU agreement special conditions.

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B. RELEVANCE

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

☒ Very good – Good

☐ Problems

☐ Serious deficiencies

The main objective of the Spotlight Initiative in Honduras is to contribute to reducing violence against women and girls (VAWG) and femicide/feminicide with a focus on prevention, promoting resilience and reducing vulnerability. The Spotlight Initiative in Honduras was designed and oriented to strengthen institutional needs in the country, previously identifying the needs under a rigorous analysis of evidence-based data, geared towards driving innovation. Spotlight Initiative in Honduras emphasises targeted interventions for groups facing multiple forms of discrimination and works with an inter-sectional approach.

The Spotlight Initiative terms of reference define 16 principles. Where 15 of them are concerned, the vast majority (over 80%) of those who participated in the online survey expressed agreement with the notion that the interventions supported by the Spotlight Initiative in Honduras adhere to these 15 principles. No respondents disagreed however some respondents were undecided or were unable to provide an opinion. Annex 5 presents detailed information.

The Spotlight Initiative in Honduras approach promotes an integrated and multidimensional vision of the six pillars that constitute it, and it encourages interactions between the different levels at which interventions are implemented, as well as between different actors. Likewise, the Spotlight Initiative in Honduras involves different State structures at the central level, linked to actions to address VAWG and femicide/femicide, as well as the five local governments where Spotlight Initiative in Honduras actions are implemented. In addition, civil society, women's and feminist organisations and grassroots community organisations are involved to strengthen their capacities to address the various forms of VAWG and femicide/feminicide.

Other principles of Spotlight Initiative in Honduras require a specialised approach such as: the "do no harm" principle; interventions being gender transformative; survivor-centred; human rights-based; they leave no one behind; are government-centred; strengthen the women's movement at national and local levels; and link results to sustainable development goals (SDGs).

During the interviews, key informants stated that the Spotlight Initiative has embraced these principles, but there is a need to think about the sustainability of interventions.

Some interventions, such as psychological support services and counselling, were able to reach many women and girls who as victims of violence would not otherwise have been able to receive any attention, as expressed in some interviews, for example, *"...this branch of psychology and counselling that has been implemented has helped us to reach many women and girls, who did not speak out of fear. These girls that we now have within the Programme have managed to rid themselves of all the things that have been stifling them for several years."* [Interview NCSRG]

Spotlight Initiative in Honduras has made an effort to incorporate the principles of inclusiveness, of "leaving no one behind" and "culturally sensitivity". Notably, it has also made sure to call on civil society institutions and organisations and women's and feminist groups with a track record of dealing with VAWG and femicide/femicide in the country, including vulnerable groups that are not traditionally included in these processes, such as people living with HIV/AIDS, lesbian, gay, transsexual, bisexual,

intersex (LGTBI) population, disabled, rural women, women and girls victims of violence, Lenca and Garifuna population, and youth and children, all the while continuing to make an effort to identify new emerging groups such as displaced women and female sex workers.

Spotlight Initiative in Honduras has progressively included women living with disabilities. In interviews, implementing partners (IPs) state that Spotlight Initiative in Honduras has included ethnic groups, Lenca and Garifuna women in particular. Working with these groups has made it possible to identify new forms of violence, such as filio-parental violence. There are other ethnic groups in Honduras such as: Miskita, Tawaka, Xicaque, Pech, Maya-Chorti, Nahuas, Tolupan, and English-speaking Blacks or Creoles, but these groups are not found in the territories previously selected by Spotlight Initiative in Honduras, therefore it is not possible to cater to their needs.

Twenty-five percent of the respondents to the online survey stated that there is still no direct work with some groups, which have not been included in the Spotlight Initiative in Honduras. Among others, displaced women, women criminalised for various reasons, including but not limited to abortion. This was also confirmed in the interviews where informants also mentioned that there are certain groups have not been addressed, and that it would be important to try to incorporate them in a next phase. For example, female sex workers, migrant women, women affected by the recent emergency caused by the hurricanes, and women living in rural areas. Spotlight Initiative in Honduras prioritised groups to be addressed in phase 1.

Inclusion efforts have also been strengthened by the participation of CSOs in projects, mainly in Pillar 6, through which it has been possible to cover historically excluded populations such as LGTBI, rural women, ethnic groups, youth, children, people living with HIV/AIDS, the disabled, and women and girls in areas at high risk of crime.

Key findings:

- The Spotlight Initiative in Honduras principles are incorporated in the country Programme. Among others, much emphasis has been placed on including groups that face multiple forms of discrimination, such as the disabled population, people living with HIV/AIDS, LGTBI, rural population, youth, children, and women and girls who are victims of violence from the Garifuna and Lenca populations. It also works with a focus on intersectionality.

- Some vulnerable groups that are marginalised or in vulnerable situations are not yet being reached by Spotlight Initiative in Honduras. These include including female sex workers, migrant women, and women from other indigenous groups.

Recommendations:

- To the Spotlight Initiative Technical Coordination Unit (TCU) and RUNOs: during the preparation of the second phase, prioritise the inclusion of vulnerable groups such as female sex workers, and migrant women, to reduce the gap of leaving no one behind.

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

Summary

To define the responsibilities of the agencies in the Spotlight Initiative in Honduras, their mandates, experience and expertise were taken into account, as well as their track record in the handling of specialised issues, and that they are guarantors for the fulfilment of the expected results in the Spotlight Initiative at a global level and specifically in the Spotlight Initiative in Honduras. They possess a track record of work in the country that has supported their leadership and advocacy capacity in government, civil society, women's and feminist groups, and in the group of international cooperation agencies.

There is complementarity in the work carried out by the RUNOs in the framework of the Spotlight Initiative in Honduras. There have been no conflicts related to overlapping areas of work among agencies, nor duplication of activities.

The main challenges faced by the RUNOs lie within the UN System and its restructuring. These challenges are related to achieving changes in forms of coordination, seeing themselves as "working as One" to implement the Spotlight Initiative in Honduras, losing the single agency focus and instead work towards that of a common initiative, with shared leadership, common orientations and unified management and coordination processes. Similarly, sharing spaces for dialogue and coordination between the RUNOs and the RCO, under the coordination of the RC.

These are reforms that are themselves gradual change processes and have been overcome as Spotlight Initiative in Honduras progresses, but not at the pace predicted in the UN reform mandate. Spotlight Initiative in Honduras aims to strengthen this process, and the leadership of the RCO will be instrumental in continuing to advance the implementation of these processes

2A: UN agencies involved, alignment with their mandates.

The Programme document clearly defines the roles and priorities of each of the UN agencies. Agencies will play a leadership role, secure inter-agency coordination and coherence, not only to ensure the achievement of the expected results and accountability in the implementation of the Pillar, but also to guarantee the technical quality of the outputs and activities envisaged by this Pillar. They will perform these functions based on three essential elements: i) their technical expertise on the topic that characterises each pillar; ii) their in-depth knowledge of the country (context and actors); iii) the partnership they have established with national actors and institutions, as a result of previous collaborative experiences, as well as technical and institutional lessons learned. Based on these points, the distribution of responsibilities of each agency in the implementation of the Spotlight Initiative in Honduras has been made. See table 2.

Table 2. Responsibilities of RUNOs by Pillar

Pillars	Leading Agency	Implementing Agencies
1. Laws and Policies	UN Women	UNDP
2. Institutional Strengthening	UNDP	UN Women
3. Prevention	UNICEF	UNFPA, UN Women
4. High quality essential services	UNFPA	UN Women, UNDP, UNICEF,

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| 5. Data | UNDP | UNFPA, UN Women |
| 6. Women's movements | UN Women | UNICEF, UNFPA, UNDP, UNDP |

Each agency has appointed a working team to meet the demands of Spotlight Initiative implementation. The composition of the team varies according to the possibilities of each agency, and the number of activities it is involved in. These teams are staffed on a full or part-time basis. The interviewees representing the RUNOs reported that in general these staff are insufficient to adequately respond to the requirements of Spotlight Initiative in Honduras implementation. Among others, some agencies report the need for full-time staff.

UN Women: agency in charge of the General Technical Advisory of the Programme. Its focus is the elimination of VAWG and femicide/femicide, which is also its comparative advantage. It has a full-time Coordinator for Spotlight Initiative and a Technical Advisor, both with experience in VAWG and women's rights and knowledge of the dynamics of the feminist movement and civil society in the country. In addition, there are two technical assistants, one full-time and one part-time, and a full-time administrative assistant.

UNDP: UNDP has worked in the area of justice and policy development for violence reduction. Its team is composed of a) A full-time person who is responsible for the coordination and implementation of pillars 2 and 5, ensuring the efficiency of the results, as well as the coherence with the Programme and the timely delivery with the quality foreseen. This person serves as a link to the other actors and institutions, as well as to the contributions and coherence of the other Spotlight Initiative pillars. b) The part-time support (20 per cent) of a procurement officer and a programme assistant. There is also the part-time assistance of a communications officer (10 per cent), 50 per cent of the time of a financial administrative assistant (50 per cent) and 10 per cent of the time of a monitoring and evaluation specialist (50 per cent).

UNICEF: UNICEF has worked on government institutional capacity building for the implementation and monitoring of security and protection systems with a focus on assistance to children and victims of violence. The working team is composed of a) the Child Protection Officer who provides technical assistance, dedicates 30 per cent of her time to the Spotlight Initiative in Honduras as UNICEF's in-kind contribution to the Spotlight Initiative in Honduras; b) the Child Protection Officer and the National Violence Prevention Officer devoting full time to the development of field actions and monitoring of implementing partners' activities and devoting 50 per cent of their time; c) an Administrative Assistant (40 per cent of their time) and a Planning and Monitoring Assistant (20 per cent of her time) to fulfil the operational and financial obligations required by this process. The latter is an in-kind contribution from UNICEF.

UNFPA: UNFPA has worked in the area of sexual and reproductive health, gender equality and prevention of gender-based violence. The coordination of the Spotlight Initiative in UNFPA is carried out through 40 per cent of the time of the National Gender Programme Officer, who has more than ten years of experience in gender-based violence. Given the multiple responsibilities assigned to her, the time dedicated to the Spotlight Initiative is limited. She has been intermittently supported by a full-time administrative assistant.

2B: UN reform process in the framework of Spotlight Initiative Honduras.

The UN Resident Coordinator (RC) is responsible for the management and oversight of the implementation of the Spotlight Initiative in Honduras, for overall strategic management; makes

decisions on the approval of the country Programme document and work plans; chairs the Country Steering Committee; facilitates collaboration between UN agencies, the government and the EU Delegation; and leads on resource mobilisation.

The Spotlight Initiative Technical Coordination Unit (TCU) is attached to the Office of the Resident Coordinator and consists of an M&E Officer, an Administrative Assistant, a Communication Specialist and the National Spotlight Initiative Coordinator. The TCU oversees coordinating the implementation and ensuring the technical coherence of the Spotlight Initiative. This team works under the direction of the RCO, and closely with the RUNO agencies and the EU Delegation focal point.

Informants from RUNO, TCU and RC reported that implementing Spotlight Initiative in Honduras in line with UN reforms such as One UN has been a challenge. Some progress has been made in the coordination and articulation between RUNOs and the establishment of the TCU, but both aspects need to be further strengthened.

To facilitate intra-pillar and inter-pillar articulation, pillar leadership was activated last year (2020). The pillar leader is responsible for coordinating all activities under that pillar and ensuring that there is proper articulation and coordination. This mechanism has allowed for the formation of small working groups between agencies to distribute activities and ensure progress in the implementation of activities. The National Coordinator is responsible for overseeing coordination between the pillars themselves.

It has also been challenging to consolidate the role of the TCU in the country because as the team was initially dispersed, the communication specialist was with UNFPA and the M&E officer with UNICEF. This initial dispersion of staff did not allow for a smooth communication between the TCU and the RCO. The TCU team is now located in the RCO. During interviews, it was reported that the mechanisms in place for the TCU to follow up on the implementation of the Programme are not yet sufficiently adequate. Among others, the reports from the RUNOs are not always received on time and do not provide the necessary information to be able to follow up on the development of activities. The RC is making efforts to achieve a common vision on Spotlight Initiative in Honduras among UN actors.

Regarding the joint work of the RUNOs, in the online survey, 22 percent of respondents who answered the question, "strongly agree" and 56 percent "somewhat agree" that the UN teams have worked well together to implement the Spotlight Initiative in Honduras. Sixty-seven percent "strongly agreed" that the mandates of the UN country teams have been respected. Seventy-eight percent reported "strongly agreeing" that the Spotlight Initiative Team has contributed to the coordination and collaboration of the Spotlight Initiative in Honduras. All respondents to this question "strongly agree" that the RC plays an active role in the coordination of the Spotlight Initiative in Honduras.

There are different perceptions of progress in relation to the implementation of UN reforms and how to work together as "one UN". The Spotlight Initiative in Honduras provides an opportunity to consolidate that mandate. There are significant advances such as sharing responsibilities in the implementation of activities in the various pillars, coordination meetings between RUNO and TCU, being part of the Inter-Agency Technical Team (IAT) of the Spotlight Initiative in Honduras, but it is still too early to strongly assess its progress and even more so to achieve the consolidation of this process.

Key findings:
- With the location of the Spotlight Initiative team in the RCO, the RCO's National Coordination role has been strengthened. The rotation of RCs and the lack of clarity on their role has impacted the relationship between RCs and the Spotlight Initiative in Honduras Inter-Agency Technical Team (IATT).

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- Communication and articulation problems between the RUNOs are identified, but the establishment of inter-agency working groups for each pillar has contributed to improvement of the coordination of activities but remains a challenge to overcome.

- The need for full-time staff in all agencies is identified to adequately meet the requirements of Spotlight Initiative in Honduras implementation. Each RUNO has designated full or part-time human resources to support the implementation of the Spotlight Initiative in Honduras. At the moment only two agencies have full time staff (UNDP and UN Women).

Recommendations:

- TCU/RUNOs: In order to strengthen the coordination and articulation of the work between the RUNOs, the TCU and RUNOs in the second phase should ensure that inter-agency meetings periodically discuss and analyse, among others: progress in the implementation of the annual work plan of the Spotlight Initiative in Honduras, measurement of progress towards the achievement of indicators and results, development of mechanisms to promote coordination between implementers in the territories, work strategies to boost the participation of government institutions in the Spotlight Initiative in Honduras and the quarterly review of the risk mitigation plan.

- RUNOs should review whether the allocation of staff for Spotlight Initiative in Honduras activities is sufficient and in line with the expected workload.

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

Summary

The RUNOs stated that they captured the needs of their beneficiaries through the initial consultations and mappings that were carried out during the consultation and design process of the Spotlight Initiative in Honduras. During implementation, the groups presenting greater needs are reached in different ways, through targeted projects, strengthening initiatives in specific training areas, equipment, communication platforms, and training tools, among others. Most of the time, they do this through the government institutions with which they collaborate, through the RUNO staff and implementing partners.

On key stakeholder consultations, the online interview reports how different actors collect user satisfaction and opinions and pass them on to stakeholders. Seventy-seven percent of respondents to this question answered that RUNOs collect views, and in turn feedback to stakeholders. This response when reviewed stands at: 48 percent for the EU delegation; 63 percent for CSOs; 62 percent for NCSRG; 71 percent for women's organisations; 43 percent for beneficiaries; 35 percent for relevant ministries at central level; and 21 percent for relevant ministries at local/decentralised level.

Government institutions are identified as those who least consult with and provide feedback to stakeholders. As a key stakeholder this could be a point for reflection and consideration during the second phase of the Spotlight Initiative in Honduras.

Participatory methodologies for the design and implementation of Spotlight Initiative in Honduras.

Spotlight Initiative in Honduras created participation spaces during the design phase. The preparatory phase involved actors with knowledge, professional involvement, participation in decision-making, and involved in promoting the eradication of VAWG in the country, such as government actors, CSOs mainly with women's groups, feminists and vulnerable groups that are not traditionally consulted for these processes and that are operating or working on the issue of VAWG and femicide/femicide in the country. UN agencies also participated in the design stage. In this way, the Spotlight Initiative in Honduras collected and integrated information that served as evidence for the formulation of the Country Programme. Due to this consultation process, the participants agreed on the final design proposal. The official launch was held at the central level on 13 February 2019, followed by launches in the selected municipalities.

The elaboration and sharing/publicization of the first work plan was done through a participatory process involving the National Steering Committee (NSC) and NCSRG representation, implementing partners and organisations participating in the initial design phase. This practice provided preliminary information and contributed to fostering ownership of the Programme by involved actors.

Stakeholder participation in implementation and monitoring stages.

During implementation, actors at all levels were involved: EU Delegation, RC, NSC, TCU, NCSRG, IPs, central government and municipal governments, mainly. The monitoring phase has been more complex; the level of involvement corresponds more to the IP level from the initiatives promoted by their execution contracts. The NSC is responsible for reviewing and approving the Programme's progress; RUNOs are responsible for following up on the technical and financial progress of the activities for which they are responsible; and the TCU staff oversee the validation and consolidation of all the information from the various sources.

The NCSRG is represented by three members in the NSC. This group stated that they have not been able to access the final Programme document despite having requested it, and they are especially interested in knowing the indicators and targets proposed to be achieved to obtain the Programme's results. As an advisory group, they are not being called upon to support Programme monitoring efforts, nor do they know if and how such actions are being carried out. They also consider that their role should be more active, including providing technical support during the implementation and monitoring of the Programme.

The NSC serves to sustain dialogue between partners and build bridges to foster common ground. It was, however, not possible to hold the meetings scheduled for 2020 due to the national crisis resulting from the COVID 19 pandemic, as well as the natural disasters which affected a large part of the national territory. In the end, only one meeting (the second meeting of the NSC) at the end of January 2020 could be conducted. To date, it has not been possible to hold meetings or meetings between these actors and the Spotlight Initiative team.

UN Women in coordination with the TCU has carried out many activities to maintain communication with its implementing partners through a virtual platform. These include the creation of forum spaces and the development of a dynamic where all its implementing partners can see their work and progress reflected, which represents a good practice that can be replicated by the rest of the RUNOs.

At the level of the implementing partners (IPs), a consultation process is also put into practice. They carry out surveys and approach the organisations they wish to work with to explore willingness to participate in the projects; calls for proposals have been made under competitive funding mechanisms

and promoting the creation of CSO consortiums. For example, one IP stated, "*we did interviews, we did focus groups, with the organisations, and they were willing to work with us*" [KII IP].

The EU Delegation was actively involved in the design phase. During implementation, the EU Delegation actively participates in the scheduled meetings of the NSC and maintains fluid communication with the RC. This level of participation has been something new and has involved a learning process for all, mainly for the RUNOs. There is also a focal point from the EU Delegation who participates in the meetings every two weeks and with whom the Spotlight Initiative Coordinator maintains constant communication.

Feedback

The need for feedback on the progress of the Programme is a claim made by some informants interviewed, including representatives of implementing partners, local governments and NCSRG. For example, one informant from the NCSRG stated "…*not all the main actors are informed about the role and participation of civil society organisations and women's organisations. This information is handled by UN Women, it seems that there is a problem of communication and participation among Spotlight Initiative actors, that would be worth improving during the second phase*." [KII NCSRG]

Many of the populations served do not have access to technology such as internet, smartphones and electricity. It has been necessary to provide training or equipment for remote communication technologies to maintain their communication, and to perform follow-up and monitoring processes. This component, as well as technical assistance, needs to be further strengthened in the relevant interventions. For a second phase, it would be important to regularise activities aimed at maintaining fluid communication and constant feedback between the various actors.

Key findings:

- The design phase has been highly participatory and succeeded in defining a Programme that addresses the needs of the beneficiaries served in the first phase.

- The Programme document, as well as the instruments and processes used for monitoring and follow-up of the Programme, are unknown to important actors involved in implementation processes: local governments, IPs, NCSRG, central government.

- The feedback process in the Spotlight Initiative in Honduras has not been systematic. By the end of 2020, the NSC had met only twice. In 2020, the NSC meetings did not meet the requirements set by Spotlight Initiative, which is to facilitate spaces for dialogue to share experiences, present the progress, difficulties, challenges, and agree on how to face them jointly as a Programme.

- The technology gap between IPs and their direct beneficiaries has affected timely communication and the development of communication activities between them.

Recommendations:

- TCU: to facilitate better coordination at the local level, to promote the exchange of experience between implementing actors and direct beneficiaries, to report and promote management from the local level, and to foster communication and promote participation from the territorial level. Lessons can be learned from other countries, such as the Secretariats established at the local level in Liberia, for example.

- RCO and NSC: ensure regular meetings of the NSC at least every quarter to measure progress of the Spotlight Initiative, take corrective action, and ensure the implementation of the work plan and the achievement of the expected results.

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- TCU/RUNOs: to ensure in the second phase, that in all activities involving the use of digital platforms, beneficiaries are guaranteed access to these platforms, including the provision of equipment and access to a connectivity plan.

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

National Government

The General Secretariat for Government Coordination (SGCG) is responsible for leading and coordinating the Spotlight Initiative's actions with public sector institutions. It also has a strategic role in coordinating the National Steering Committee.

Some of the interviewees stated that during the launch of the Spotlight Initiative the government authorities expressed a commitment to the Spotlight Initiative, but that during the implementation of the Programme this commitment has not been so evident. The president and his cabinet do not mention VAWG and femicide/femicide among their priorities; INAM needs to be strengthened in its steering role. On the other hand, the government has made efforts to ensure access to assistance programmes for women victims of violence. They also state that one of the challenges facing the Spotlight Initiative this year is to work strategically in advocacy regarding the problem and the crisis facing the country in the area of VAWG and femicide/femicide, such that it becomes more visible and is included in the agenda of the new government proposals.

Among the government partners at the national level, the Spotlight Initiative works with various ministries (Ministry of Security, Social Development and Inclusion, Health), the Attorney General's Office, the Ministry of Education, the Ministry of Human Rights, the Public Ministry, the National Autonomous University of Honduras, the School of Public Prosecutors of the Public Ministry, the School of High Public Management (EAGP) and the National Women's Institute (INAM). The latter is a key partner for the sustainability of training processes in the public sector, at the level of decision-makers. Alliances have also been made with key institutions for the protection of women's rights at the national level, such as INAM, on the issue of gender-sensitive public budgets from a virtual platform. This initiative has been joined by the members of the Gender Commission of the National Congress; the Ministry of Health; and the Presidential Programme, Ciudad Mujer (Women's City). These have been key actors in the exchange of experiences and have actively participated in the revision of protocols for the care of survivors of gender-based violence.

The national government institutions that are linked to the Spotlight Initiative have identified their focal points with whom they carry out coordination activities. Similarly, the five participating municipalities have assigned their Spotlight Initiative focal points

Local Governments in the 5 intervention zones selected by Spotlight Initiative in the country.

For training processes in planning and budgeting at the local level, in addition to INAM, a partnership with the Association of Municipalities of Honduras (AMHON) has been proposed to ensure that these are linked to the municipal administrative career and coordination with the Municipal Women's Offices, to strengthen these institutions at the local level. On the other hand, agreements are in place with the municipalities of Choloma, La Ceiba, Intibucá and the Municipality of the Central District, and their

Municipal Women's Offices (OMM), for the development of prevention strategies for the change of social norms, and to offer specialised psycho-social services for children and their families. At the local level, governments have demonstrated great interest in positioning Spotlight Initiative in their work agendas; recognising the effort to have a coordination of Spotlight Initiative by having actions with different agencies that support and develop actions in the pillars of Spotlight Initiative in their respective areas. The interest of the local governments has been maintained throughout the first phase, and it is proposed that they continue with the processes of advocacy for the reduction of violence in their areas and strengthening women's organisations in the communities and the Municipal Women's Offices to achieve greater impact and sustainability.

Delegation of the European Union

The EU Delegation has participated as a strategic partner, engaging in programmatic and operational activities, assists in the UNSC, coordinates with RCO joint activities such as joint pronouncements binding on VAWG and femicide/femicide issues. In addition, they are active in technical meetings with RUNOs, and the Spotlight Initiative TCU. See more details on the participation of the EU Delegation in questions 3 and 9).

National Civil Society Reference Group (GNRSC)

The NCSRG is the mechanism designed to incorporate the participation and expertise of CSOs, acting as an umbrella for CSOs in general. Its functions include the following: an advisory role on current national and local issues related to femicide/feminicide and violence against women, as well as on Spotlight Initiative strategies and actions. It also serves as a space for dialogue and learning between Spotlight Initiative and women's rights organisations; it monitors and therefore provides relevant information on Programme implementation, analysis and lessons learned that could feed into current or future Programme initiatives. In addition, it provides advice on national and local level funding priorities and ongoing interventions, and recommendations to improve achievements and address challenges. Lastly, it serves as an interactive space and open forum for dialogue and learning between the Spotlight Initiative and organisations working on women's rights issues to end VAWG to learn from their experiences of national, regional, and municipal level, trends and risks related to ending VAWG and femicide/femicide.

Interviewees suggest that, in a second phase, the NCSRG should have an operational plan, a strategic plan, but this requires clarifying the role of the NCSRG in the Spotlight Initiative. One interviewee expressed, *"... I know we are important as civil society, but on the other hand we are not. We would like to be treated on a more horizontal level, and not just because we can be beneficiaries, I think there should be more respect for the NCSRG, and it should be real respect."* [NCSRG key informant]

The RUNOs

The role of the RUNOs and the joint work between them has been discussed in questions 2 and 3. The RUNOs have kept an ownership level consistent with the management of the resources they administer. However, more efforts are needed to strengthen inter-agency coordination processes to implement the Spotlight Initiative in Honduras with a comprehensive vision. This can be achieved if they maintain the proposed pace of coordination, and with the leadership originating from the RCO.

Implementing Partners (IP) Group

IPs receive and manage funds to implement the specific activities assigned to them. On the other hand, there are also several Programme partners (Government, NGOs, CSOs), which contribute to the implementation of various activities, but do not receive and manage funds directly.

In the case of feminist and women's organisations, LGTBI and other civil society organisations that are implementing partners, it has been observed that they have a lot of knowledge, skills and experience in terms of political advocacy, legal analysis and existing public policies in the country, especially in relation to domestic violence, sexual violence and feminicide. However, most of these organisations, which are mainly based in the municipalities, have limitations in administrative, financial and human resource management. This means that they are unable to meet RUNO requirements to participate in project awarding processes.

Key findings:

- The Spotlight Initiative in Honduras had an openness to include actors from all sectors in the country involved in VAWG issues, which had as a result the acceptance, facilitating discussions between polarised actors, between government and civil society in most cases.

- Key stakeholders continue their commitment to Spotlight Initiative in Honduras activities and outcomes.

- NCSRG members interviewed expressed a desire to be more actively involved in decision-making and monitoring the implementation of the Spotlight Initiative in Honduras.

- The level of priority that the government gives to promoting the agenda to prevent, punish and eradicate VAWG does not help the Programme to advance as expected at the central government level, so work at the local level offers better alternatives, more so in some municipalities than in others.

- Most small women's, feminist and vulnerable groups' organisations are limited in their ability to meet RUNO requirements to participate in project award processes. This is mainly because they have limited human resource capacities, limited administrative and financial management and weak internal control processes

Recommendations:

- CRC/NCSRG: revise the NCSRG's terms of reference to incorporate the NCSRG's demands for strategic and more active participation in decision making and monitoring of the implementation of the Spotlight Initiative in Honduras.

- TCU: For the second phase, create more spaces for dialogue and consultation to share the experiences of local, national and international actors working on the issue of prevention, care and eradication of VAWG and femicide/femicide.

- RUNO: During the preparation of the second phase, evaluate the performance of partner institutions to identify progress made and openness to further progress in the fight against VAWG and femicide/femicide eradication, and on this basis prioritise the actions to be continued in the second phase and the partners to work with, both at central and local level.

- Elaborate and implement a plan to strengthen the administrative and financial capacities of small CSOs to improve their operational and administrative competencies to be able to compete in the acquisition of financial resources and develop advocacy from the local to the national level.

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

Summary

The Country Programme document includes a Risk Mitigation Plan that the Spotlight Initiative in Honduras might need to address during its implementation. Some of these risks have been identified and mitigation measures have been taken (see discussion below). During the elaboration of the second phase plan, the risk plan should be adjusted to reflect these and other relevant elements of the context.

The COVID-19 pandemic and the natural disasters of late 2020 have made it necessary to assume new strategies to provide a response to both emergencies and also to ensure the development of the Spotlight Initiative in Honduras work plan and thus progress towards achieving the expected results. These situations led to delays in the implementation of activities, reprogramming of the budget, execution of other implementation modalities.

Risks at different stages of Spotlight Initiative implementation: relevance and evolution.

The Country Programme document (2018) identifies four main areas of risks: contextual, programmatic, institutional and administrative risks that could arise during the implementation of the Programme and their corresponding mitigation measures. The most important risks that affected the Spotlight Initiative and how they were addressed are detailed below:

1. **Political polarisation:** Interaction and dialogue between civil society and national institutions can be affected and jeopardised. A neutral and listening position has been maintained on both sides, and adequately prepared joint meetings have been held to ensure that both sides are aware of the issues to be addressed.
2. **High levels of crime and insecurity.** Among others, the Spotlight Initiative has made efforts to make VAWG Femicides/feminicides visible through campaigns in the framework of 16 days of activism. The need to put strategies in place has been emphasised.
3. **Resistance from some actors** to comprehensive sexual and reproductive health education and care. Evidence-based interventions are promoted. Avoiding the use of terms that carry a certain stigma. Work has been carried out with adolescent populations, with an emphasis on adolescent health and education programmes.
4. **Institutional fragility** and lack of prioritisation of the institutionalisation of the gender mainstreaming approach in the activities of state entities and attention to VAWG. Dialogues have been promoted with high-level decision-makers to raise awareness of the importance and consequences of not prioritising the gender approach and its impact in addressing VAWG.
5. **Disbursement of resources to civil society partners** or other sectors, with the risk of fragmenting activities and being tied to their pace of implementation. Funding for CSOs under Pillar 6 has been operationalised through various mechanisms including the UN Trust Fund to End Violence against Women, local competitive funds and partnerships with organisations such as OXFAM to channel resources to smaller CSOs, based on open and transparent processes and specific monitoring and implementation support mechanisms.

Risk management considered from the outset the possibility that natural disasters could affect the implementation of the Spotlight Initiative in Honduras, albeit with a conservative assessment of their

possible occurrence and impact. The TCU, together with the EUD and main stakeholders such as the NCSRG, RUNOs, IPs, and Government, developed an emergency plan in November 2020, to address the emergencies of hurricanes ETA and IOTA, which implied reallocating some funds to respond to this situation.

It was also necessary to adapt many activities to a virtual format. It was proposed that implementing partners working in the municipalities prioritised by the Initiative in the affected areas of San Pedro Sula, Choloma, Tegucigalpa and La Ceiba, join the response to mitigate the impacts of this catastrophe on the lives of women and girls.

In the context of COVID-19

In this context, Spotlight Initiative in Honduras assessed the effects of the COVID-19 pandemic on VAWG and femicide/feminicide. At the request of the Government of Honduras and in response to the priorities identified together with women's organisations to address this national emergency, and to address the needs around VAWG and femicide/feminicides, it was necessary to reorient the Programme's activities and funds to provide a rapid response to these demands. Emphasis was placed on supporting interventions related to prevention, protection and attention to gender-based violence. All face-to-face events were suspended, and online events were continued as long as possible. The COVID-19 emergency and the emergencies caused by hurricanes ETA and IOTA are not fully resolved in the country and therefore the Spotlight Initiative in Honduras will continue its activities under these circumstances, focusing its actions on the implementation of the corresponding emergency plan.

Key findings:

- During implementation, some of the foreseen risks have materialised, however, they have not been determinant in influencing the achievement of the expected results, indicating that their mitigation measures were well approximated.

- Risk management considered from the outset the possibility that natural disasters could affect the implementation of the Spotlight Initiative, albeit with a conservative assessment of their possible occurrence and impact.

- The COVID-19 pandemic warranted a response from Spotlight Initiative in Honduras. A reorientation of Programme activities and funding was made. All face-to-face events were suspended, and online events were continued as long as possible.

- The emergency caused by the COVID-19 pandemic and hurricanes ETA and IOTA is not fully resolved.

Recommendations:

- The Risk Mitigation Plan is a dynamic tool, which needs to be constantly evaluated by the TCU. Phase 2 must identify and consider the risks that will be added in a changing political environment and remnants of the crisis caused by both natural disasters and the COVID-19 pandemic.

- TCU: continue to assess the impacts of the COVID-19 pandemic and hurricanes ETA and IOTA in the Spotlight Initiative in Honduras intervention zones and undertake timely strategies to ensure that the proposed outcomes are met or evaluate these for the second phase if they remain feasible to meet.

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

Expected change at national and local level

The Theory of Change (ToC) is well developed in the Honduras Programme Document. The Programme concentrates on achieving some emblematic, evidence-based results that guide the shift towards an approach to VAWG and femicide that is not only integrated but also multidimensional, though mainly preventive and predictive, which projects the reduction of vulnerabilities, especially among those communities and individuals who are exposed to greater risk or specific forms of violence because of their identity or conditions. It also focuses on both advocacy and generating changes in regulatory and institutional frameworks and service delivery models. The Programme also adopted a communication framework and a cultural approach to VAWG with the aim of achieving "national impact". Consequently, the role of civil society organisations involved in the Spotlight Initiative and the population served and participating in implementation activities are as important as the role of the state in achieving the expected change and familiarising the public to it.

In the local context, the Spotlight Initiative in Honduras seeks to achieve concrete results in several priority areas, which are "pilots" and laboratories (see question 12). The idea is to consolidate inputs, lessons learned, good practices and recommendations useful for policy decision-making, with an innovative vision that allows this model to be applied in a second phase.

The Programme is quite ambitious, with a relatively short implementation time to achieve the proposed results. For example, at the local level in this first phase it can strengthen some initiatives, but even the time proposed for the Spotlight Initiative in Honduras would not go beyond initiating the effort for the development of capacities for advocacy, proposition and leadership to undertake social oversight from the local level, and to stimulate these processes at the national level. The second phase will be shorter than the first phase of the Spotlight Initiative, so it will have to concentrate efforts to have an impact with a strategic vision to continue supporting initiatives that work on support, prosecution, and follow-up, among others, to have an impact on the reduction of VICNM-Femicides/feminicides.

Many activities are proposed to reach goals and achieve the expected results, and there is a risk of dispersing efforts. The focus and strategic vision of the actions to be supported is an element that could be considered in the second phase.

The people consulted consider the ToC to be valid, however, at the time of implementation, there were some gaps in the territorial targeting, related to the functioning of the articulation and coordination mechanisms between the implementing teams.

Some of the interviewees stated that there is difficulty in focusing on the changes they want to achieve. For example, in the normative and institutional framework, in the models of service provision that the population facing violence and who have been victims of violence should have, the interviewees are of the opinion that progress has been made, but it has not reached the level proposed by the ToC. They state that there is a need to further insist on those pathways that are already set out in the Spotlight Initiative.

Definition of indicators

In relation to the indicators, it is observed that they are designed to report at a global level and have had to be adjusted to the national reality. The country Programme document (page 64) shows that initially, 71 outcome and output indicators were considered, in the 2019 annual narrative report it is identified that there are 62 indicators in general, which shows a selection of 9 indicators less than the original proposal. This process was discussed and approved by both the NSC and the Spotlight Initiative Secretariat.

Indicators are divided between outcome and output indicators. There are a total of 14 outcome indicators and 48 output indicators, making a grand total of 62 indicators. By 2020, the baseline supporting the indicators was expected to be in place. The 2019 annual report does not report progress for all these indicators but does have notes on their status and the information gaps they face, which can be found in Annex A of the 2019 Narrative Annual Progress Report.

The definition of the indicators in the Spotlight Initiative in Honduras was the result of a process of consultation between the actors involved in the design of the Spotlight Initiative in Honduras. The final indicators are in line with the reality of the Honduras Programme.

Monitoring and follow-up

The key informants stated that there is a need to strengthen the monitoring mechanisms for Programme implementation, and to communicate in a timely manner to all those involved on implementation progress and achievement of the expected results. For much of 2020, the Spotlight Initiative in Honduras did not have a dedicate M&E person which has also affected the M&E processes. Key informants also said that more work needs to be done on data generation to improve the information that allows the country to make decisions and plan actions more efficiently and in a timely manner. Perhaps there is also a need to find a balance between a global Programme framework and its adaptation to each country context.

"The design of the Spotlight Initiative is well thought out, what I think has been lacking is follow-up, we have had discussions about the sharing/publicization of progress, at some point there have been challenges in communication, which has made it difficult to know how we are doing in the implementation" [KII TCU].

Key findings:

- The ToC of the Honduras Country Spotlight Initiative Programme proposes a contextual analysis that supports the identification of the interventions to be developed in each of the defined pillars and establishes indicators to measure achievements in the attainment of the proposed results.

- The indicators are designed to report at the global level and efforts proved necessary to select those that fit the national context. The definition of the indicators in the Spotlight Initiative in Honduras was the result of a process of consultation between the actors involved in the design. The final indicators are in line with the reality of the Honduras Programme.

- For much of 2020, the Spotlight Initiative in Honduras did not have a dedicate M&E person which has also affected the M&E processes. There is a need to improve the monitoring and follow-up of the implementation of the Spotlight Initiative, as well as the communication to all stakeholders of progress towards the achievement of the proposed results. There is a need to work on the generation of data to inform the country's decision-making related to the elimination of VAWG and femicide/feminicide.

Recommendations:

- TCU and RUNOs: identify specific strategies and mechanisms that allow for timely monitoring and follow-up of the implementation of Programme activities. Maintain an updated M&E baseline of progress in the achievement of results without having to wait for the annual report to be available to measure results. This is important because at the same time it is necessary to verify the Theory of Change and the Risk Mitigation Plan as tools to make timely adjustments in programming

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Additional questions: Are programmes aligned with the 2030 SDG's agenda?

Are programmes aligned with the 2030 Sustainable Development Goals' (SDGs) agenda?

Under this joint country initiative, the UN System and the European Union are joining forces with the Honduran State and society in the achievement of the Sustainable Development Goals (SDGs), within the framework of the 2030 Agenda. On the one hand, through its specific approach, the Spotlight Initiative emphasises Goal 5, which through targets 5.2 and 5.3 contributes to the elimination of violence against women and girls. At the same time, it contributes to SDG 11, especially target 11.7, which seeks to provide "access to safe, inclusive and accessible green and public spaces, in particular for women and children, older persons and persons with disabilities". Ultimately, it will also contribute to SDG 1, as ending violence will contribute to growth and reduce the economic costs of violence, to SDG 3 on health and well-being, to SDG 4 on education, and to SDG 16 by promoting peace, justice and strengthening and building strong institutions, among other relevant goals.

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C. EFFICIENCY

7. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?	☐ Very good - Good
	☒ Problems
	☐ Serious deficiencies

Management modalities

The UN Resident Coordinator focuses on managing and overseeing the implementation of the Spotlight Initiative in the country and is responsible for overall strategic management. It is not only a political role as seen in the past, but also involves management activities and process evaluation. On the other hand, there are the RUNOs, which are divided into lead and implementing agencies and have well-defined functions within the Spotlight Initiative.

During the implementation of the Spotlight Initiative there have been three RCs, which has made it difficult to consolidate the role and functions that the RC and its office should develop within the framework of the Spotlight Initiative. The new RC is working to give greater visibility to the Spotlight Initiative in the country and to strengthen coordination, articulation and communication between all actors.

The TCU is an operational technical unit to support the management of the Spotlight Initiative. It is responsible for promoting coordination between the RUNOs and all the actors and governance structures of the Spotlight Initiative. Due to its nature, it does not have decision-making power, but only coordination and facilitation of communication and harmonisation processes between RUNOs, RCOs, Civil Society, EU Delegation and Government. It also supports the governance of the Spotlight Initiative and liaises with the Secretariat to disseminate to the RUNOs communications and operational communications, acting as a channel to ensure that information will be shared equally with all stakeholders.

Several interviewees refer to the idea that there is still no common vision among the various UN actors on Spotlight Initiative in Honduras, the roles of each one and their articulation and coordination mechanisms. Difficulties in coordination between RUNO, RC and TCU, were the main bottleneck in the beginning of Spotlight Initiative in Honduras. The challenge has been to achieve agile mechanisms for inter-agency communication in order to contribute to building common experiences, generating spaces for knowledge transfer, sharing findings, overcoming issues that arise in implementation, coordination in the field, promoting dialogue between common actors or those working on various pillars with different agencies, harmonising reports, evaluating progress together, mitigating risks, and above all avoiding the struggle for prominence between agencies. As mentioned above (see question 2b), the implementation of pillar specific RUNO leadership has facilitated articulation between agencies at both intra-pillar and inter-pillar levels. But there is a need to define and agree on mechanisms to improve coordination between the various actors.

For some interviewees, the role of the EU Delegation also seems not to be clearly defined and is therefore sometimes seen as external to the Spotlight Initiative. They consider that the EU Delegation and the Spotlight Initiative should strengthen their relationship, to ensure the participation of the EU Delegation in the relevant mechanisms. However, the EU Delegation noted that it maintains a very close relationship with the Spotlight Initiative, both at the level of the Ambassador and the Focal Point.

Recruitment and human resources mechanisms

The recruitment mechanisms used correspond to the procedures of each agency. Therefore, there is no single mechanism. This results in different timelines for completing recruitment processes and hinders inter-agency processes for projects or activities involving different agencies. Some RUNOs have limited staff to cover the functions and requirements of Spotlight Initiative implementation, for example, UNFPA and UNICEF coordinators have 50 per cent of their time allocated to Spotlight Initiative. This time is not sufficient to meet the demands of Spotlight Initiative implementation in the country, both because of the complexity of the Programme and the time required for management, implementation, and monitoring. The RUNOs also receive requests for information from their respective headquarters and from the Spotlight Initiative, giving priority to the demands of the headquarters, affecting the timely delivery of the reports required by the Spotlight Initiative in Honduras.

According to RUNO interviewees, no budget is allocated for agency teams to have specific human resources to develop the pillars that correspond to them and to respond to the demands of inter-agency coordination required for the implementation of the Spotlight Initiative. The possibility of hiring consultants does not meet this need, due to the temporary nature and specificity of their contracts. One RUNO informant stated, "*There are funds for consultancies, but the consultants are available for the duration of their contract and the development of their product and nothing else, they are not permanent.*" [RUNO informant].

Additional staff is required. For example, a data analyst, so that TCU can carry out data analysis to raise awareness of the issues. Considering that official state reports are six months late, and the University Institute for Democracy, Peace and Security (UIDPAS) is three or four months late, it is not possible to manage updated information and it is important for Spotlight Initiative to have up-to-date information. There is need for somebody who can produce information monthly to inform decision-making.

Implementation of resources

The RUNO agencies have made an effort to identify the actions required to achieve the expected results, taking into account the resources available. The identification of not only traditional but also innovative activities has required a great deal of effort from both RUNOs and IPs to identify initiatives that promote new mechanisms, which in turn lead to expected results concerning the reduction and elimination of VAWG and femicide/feminicide.

Table 3 shows the budget execution (cleared and committed funds) as of 30 September 2020. At this date there was 50% of the budget liquidated and committed. There are not many differences between the RUNOs in terms of liquidated funds, however, there is a distinct difference in the amount committed, which is much higher for UN Women as compared with other RUNOs. This is due to the type of activities implemented by each RUNO, some of which involve more complex processes that require longer implementation. It is also important to mention that agencies report their expenditures and financial commitments differently. In other words, what is an expense for UNICEF may still appear as a commitment for the other three agencies, hence the issues in comparing execution levels. Actors in the country are confident that they will manage to execute 100 percent of their programmed budget by the new closing date of Phase 1 (June 2021).

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Table 3. Budget execution as of 30 September 2020

Honduras	Budget	RUNOs Expenditure*	RUNOs Commitments	Delivery (Exp+commitment vs budget)
UNDP	2,030,774	686,037	245,556	*46%*
UNFPA	1,452,387	542,231	104,030	*44%*
UNICEF	1,178,375	589,519	5,354	*50%*
A WOMEN	2,538,465	308,801	1,138,722	*57%*
Total	**7,200,000**	**2,126,587**	**1,493,662**	***50%***
Total transferred	5,254,527	2,126,587	1,493,662	*69%*

Source: own elaboration based on information provided by the Spotlight Initiative Secretariat in January 2021.
Settled funds

The Spotlight Initiative Secretariat provided budget and expenditure details by RUNO and budget lines until 30 September 2020. For financial reporting, each RUNO reports directly through the MPTF gateway and expenditures are incorporated into the United Nations Development Group (UNDG) budget lines. Expenditure data by outcome, output or activity is not available. This information may be available at the country level, but this is a manual exercise to be carried out by the Programme manager. The expenditure report presented above reflects the previously approved budget and does not incorporate the budget changes approved in October 2020.

Key findings:

- There is a need to consolidate a common vision among UN actors on Spotlight Initiative in Honduras and the coordination, articulation and communication mechanisms. Difficulties in coordination between RUNO, RC, TCU have been the main bottleneck to achieve agile mechanisms for inter-agency articulation and communication. The new practice of lead agency per pillar has contributed to improved articulation between agencies and pillars. However, additional mechanisms need to be defined for effective coordination aimed at building strategic alliances for the implementation of the Spotlight Initiative in Honduras.

- The TCU does not have decision-making power, only coordination and facilitation of communication and harmonisation processes between RUNOs, RCOs, Civil Society, EU Delegation, and Government.

- Some RUNOs do not have enough staff to adequately respond to coordination demands, information requests, and monitoring and follow-up actions on the implementation of the Spotlight Initiative in Honduras.

- As of 30 September 2020, Spotlight Initiative-HON had executed and committed 50 percent of its budget for Phase 1. The RUNOs have made an effort to identify the actions required to achieve the expected results taking into account the available resources.

Recommendations:

- RC, TCU and RUNOs: define, agree and implement mechanisms to improve coordination, articulation and communication between RUNOs, TCU and RC. Among others, joint programmatic agendas could be created to set timetables that allow for building a dialogue mainly on issues related to the implementation of the Spotlight Initiative in Honduras and the UN reform processes.

- RC: strengthen the TCU so that it has greater decision-making, convening and leadership power in the Spotlight Initiative in Honduras. It is necessary to review its ToRs and include new

functions that allow it to have greater management and decision-making capacity on some technical and budgetary aspects.

- Secretariat, RUNO: For phase 2, a design exercise of the operational implementation per RUNO agency is necessary to determine the requirements for the planned activities in terms of human resources, financial and time allocation. With the results obtained from this joint exercise, the staffing requirements for the achievement of phase 2 results can be defined.

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

National Steering Committee

For the implementation of the Programme a governance scheme has been devised, that includes the technical and programmatic coordination of the Programme by the National Steering Committee (NSC). The main mission of the NSC is to ensure alignment with the national priorities established in the "Country Vision 2010-2038" document, the national agenda, the SDGs and the different Programmes implemented by the Government of Honduras, either independently or with the help of other partners.

The NSC is chaired by the UN Resident Coordinator and the Minister of the General Secretariat for Government Coordination. It is composed of:

- Government of Honduras: General Secretariat of Government Coordination (SCGG), Secretariat of Foreign Affairs and International Cooperation (SRECI), Secretariat of Finance (SEFIN), National Women's Institute (INAM) and the Directorate of Children, Youth and Family (DINAF) under the Ministry for the Prevention of Violence, the Secretariat of Security and the Secretariat of Human Rights.
- UN Resident Coordinator.
- Representative of the EU Delegation.
- Three civil society representatives (or more, representing at least 20 per cent of the total membership of the Committee) nominated by the National Civil Society Reference Group.
- Within the United Nations Convention on the Rights of the Child (UNCRC) ToRs, special non-full member invitees are the UN recipient agencies: UNDP, UNFPA, UNICEF and UN Women.

As indicated above (question 3) up to the end of 2020, two NSC meetings were held. So far, the role of the NSC has been to approve annual reports and financial reports, as well as annual work plans.

Level of Government Involvement in Spotlight Initiative in Honduras

During the formulation stage of the Programme, 39 representatives from 15 government institutions at the national level participated in consultation sessions on the Programme. The five local governments participated in the consultation phase with their technical staff, mainly representatives of the Municipal Women's Offices and planning and administration teams.

In the implementation phase, INAM participated as the governing and regulating body of the Gender Equality Policy in the country. Within the framework of the Spotlight Initiative in Honduras, INAM does not execute a budget, but receives support and coordinates actions with various agencies to execute interventions, for example in Pillar 4 with UNFPA, in Pillars 2 and 5 with UNDP, and in Pillar 1 with UN

Women. INAM, the General Secretariat of Government Coordination and the Secretariat of Finance have been able to articulate effectively for the implementation of actions related to Planning and Budgeting. Both INAM and the Government Coordination Secretariat are members of the NSC. INAM's level of involvement in the NSC has decreased, with no major impact on decision-making in the Spotlight Initiative in Honduras.

Records are being kept to document how key informants within the government express their degree of satisfaction with the Spotlight Initiative for facilitating spaces for dialogue that have allowed for streamlining processes and shortening approval times, particularly to promote the mechanism for violence reduction, in which the government, the Spotlight Initiative Coordination Unit and the European Union cooperate. There was participation in the dialogue roundtables created, in which Ministers and deputy Ministers also participated.

It should be noted, however, the lack of government leadership in addressing the issue of VAWG and femicide/feminicide does not allow progress to be made as quickly as expected, the issue is not of political interest, and priorities at the government level are not focused primarily on this problem.

CSO participation

During the formulation stage of the Programme, 42 representatives from 26 CSOs, one university and four private institutions were consulted.

During the implementation of the Spotlight Initiative, civil society is involved as an implementing partner or as part of the NCSRG (see question 4). Three civil society representatives are members of the Steering Committee. The Spotlight Initiative has incorporated CSOs and mainly women's and feminist organisations and groups whose work is primarily focused on advocacy, monitoring, and advocacy to reduce VAWG and femicide/feminicide in the country, mainly oriented towards an intersectional approach. Their participation is considered strategic for the implementation and management of the Spotlight Initiative in Honduras, in pillar 6 that works on supporting and strengthening these organised groups at the national level. Those that are at the level of the five municipalities are prioritised by Spotlight Initiative in Honduras.

It is important to recognise the importance of civil society in the Spotlight Initiative in Honduras. There are specific results and products in the Spotlight Initiative in Honduras that are oriented to effectively strengthen their activities and their organisations, enabling them to work on the problem of VAWG and femicide/feminicide in the country. Continuing with this offer of support for CSOs promotes affirmative action to achieve an impact on the reduction and elimination of VAWG and femicide/feminicide. It is not, however, short-term programmes that will have meaningful results in all lines of work. Yet, if support is focused on strategic activities, it will be possible to make substantial progress – mainly amongst organisations that operate with principles of intersectionality and advocacy towards public policies with high-level actors, to achieve alliances that strengthen changes in actions towards the attitude towards VAWG Femicide/feminicide in the country.

The NCSRG is the mechanism designed to bring CSO participation and expertise into the Spotlight Initiative in Honduras through advising the Country Programme and supporting them as advocates and partners for the realisation of its objectives. As outlined in question 4, an operational and strategic plan is needed to enable the NCSRG to assume its responsibilities.

Participation of the Delegation of the European Union

In questions 3 and 7 it has been indicated that the EU Delegation has been involved in the Spotlight Initiative both at the formulation stage and during implementation and monitoring. In addition, it is a

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member of the NSC. During the implementation of the Spotlight Initiative, the EU Delegation has been actively participating in meetings at all levels. It has been present in the approval and follow-up mechanisms of administrative and technical aspects of the Spotlight Initiative in Honduras.

Some of the key informants state that there is no clear definition of the role that the EU Delegation should have in the country, both on the part of the UN system and of the Delegation itself. There is no clear distinction between the political function of the EU Delegation and the technical or support function it could provide to the Spotlight Initiative, and there is frustration on the part of the Delegation regarding progress in working as "One UN". This has resulted in strong criticism of the work of some agencies. Key informants also stated that communication between the Spotlight Initiative and the EU Delegation needs to be improved. Consideration could be given to involving the EU Delegation in the days of pause and reflection, at a technical level, and to handling the political aspects at another level.

At different times, the RC had to intervene to clarify the importance of EU support through its focal point.

Key findings:

- The government is mainly involved at the level of the NSC. In addition, several key government institutions receive assistance for strengthening and capacity building under the Spotlight Initiative in Honduras, though most of them do not execute budget. They have received and participated in the processes required by the RUNOs for consultations and training processes, but they do not participate in the management of the Spotlight Initiative.

- INAM had a lower level of involvement, with no major impact on decision-making in the Spotlight Initiative in Honduras and the CRC.

- There have been different interpretations of the roles of the various actors, notably the role of the EU Delegation. It will take time to fully implement the UN reforms and to further refine the functioning of the Spotlight Initiative governance mechanisms. So far, coordinating and focusing on achieving the expected results in terms of governance and Spotlight Initiative outcomes has been a learning process. However, it is identified that there is still a need to define more clearly the roles of each actor in the Spotlight Initiative in Honduras.

Recommendations:

- RC and TCU: engage in a dialogue with the General Secretariat of Government Coordination and INAM, to identify and implement strategies that allow for greater government involvement in the direction and decision making on Spotlight Initiative in Honduras.

- Spotlight Initiative Secretariat, RC, Head of EU Delegation: both the RC and the Head of EU Delegation should provide clear guidance on what is expected with this new way of collaborating and operating, both in relation to UN reforms and in relation to collaboration with the EU Delegation. Involvement of the Spotlight Initiative Secretariat is required to provide specific guidance where relevant.

- UNCRC: In phase 2, continue to strengthen INAM's role in the UNCRC, and consider INAM as a co-leader of the UNCRC as it is the governing and regulating body of the Gender Equality Policy in the country.

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

Factors internal and external to the Spotlight Initiative have led to delays in the implementation of the Programme, both during the preparation and launch phase of the Spotlight Initiative and then in the implementation phase. These are further detailed below.

Internal factors and their management in the Spotlight Initiative in Honduras

The Programme started its implementation with a delay of approximately six months. Among other factors, this is due to the slow recruitment process of the technical team in charge of the Spotlight Initiative, which was completed only in August/September 2019. In addition, not all agencies started activities simultaneously. Some agencies had no staff assigned, and two agencies started implementing activities earlier than others, but in an uncoordinated manner. There was also no coordinator that could follow up on these initial actions. Also, the lack of human resources and the inadequate workload required for the implementation and monitoring of the Spotlight Initiative in Honduras caused delays in the agencies' ownership of the Programme.

While there is a TCU for the Spotlight Initiative in Honduras, each of the RUNOs respond in priority to their respective agencies rather than to the TCU Coordination of the Spotlight Initiative in Honduras.

In the first year of implementation, despite the complexity of the national political context that forced some adjustments to the programmatic action, the Spotlight Initiative in Honduras managed to develop several preparatory activities among the implementing agencies, which constitute the basis for the progress of the Spotlight Initiative, including the creation of its governance structures, such as the NSC and the NCSRG. This was done in a positive way, however the problem of not having high-level representation in the NSC meetings persists. This political work will have to be reinforced in the second phase.

External level

During the first year, the governance crisis and polarisation of the different groups the Spotlight Initiative works with continued. It became challenging to work with the Public Prosecutor's Office and the central government, which were to some extent focused on the social and political crisis resulting from the government elections and civil society's resistance to accept their legality. Corrective measures were taken to group processes so that launching and administrative times could be accelerated. Political analysis sessions were held with the NCSRG to allow for a better look at the way forward.

In the second year of implementation, COVID-19 and later the dual impact of hurricanes ETA and IOTA emerged as external factors that imposed a different rhythm on the Programme and made it necessary to reformulate the budget, as well as set new priorities to deal with the health emergency and natural disaster crisis, mainly in the five municipalities where Spotlight Initiative in Honduras intervenes. A COVID-ETA emergency plan was developed without losing sight of the expected results in the Spotlight Initiative in Honduras results framework.

Consequences resulting from COVID-19

When the country declared quarantine due to COVID-19, rapid consultations were held with the NCSRG and INAM to identify immediate needs. Also, a rapid assessment of the situation was carried out with the support of around 21 CSOs from the five municipalities. A COVID-19 emergency plan was drawn up, which involved the reorientation of some of the strategic actions to respond to the needs of the municipalities, where it was known that government organisations, justice operators and primary health care service operators were completely unable to function.

The corrective measures included channelling many of the resources to work with local level organisations; support was also given to women with HIV/AIDS, women with disabilities, indigenous Lenca women, and Afro-Honduran women, through small grants to local level organisations. This allowed for a rapid response to identified needs. Coordination was also carried out with INAM and the Ciudad Mujer Programme to identify what other actions could be supported in this emergency. Talks were held with 911, as well as with all the institutions that were providing a response. In coordination with the NCSRG and INAM, a joint note was sent requesting the Supreme Court of Justice to activate the hearings to follow up on cases of VAWG and femicide/feminicide. In addition, the implementation of some strategic actions that could be carried out virtually continued, for example, the course on gender-sensitive public budgets with the participation of almost 60 people from different public and private entities.

Under Pillar 3, actions were strengthened at the local level in terms of prevention through civil society organisations, strengthening their capacity to provide an offset of primary care support in emergency situations, given that there was practically no response from the public sector. Municipalities were accompanied in the provision of emergency psychologic care services.

In the area of services (Pillar 4), some justice operators were required to resume follow-up actions in cases of VAWG and femicide/feminicide. At the same time, a mobile unit was to be set up and a protocol was to be signed to see how and where these services were to be provided, as well as to strengthen the capacities of the family counselling offices and the capacities of the Public Prosecutor's Office and the Supreme Court of Justice, but eventually this did not materialise. The work that had been planned with the National Autonomous University of Honduras (UNAH) and with the Ministry of Education was also unfinished. There was no scope of work on these issues despite having made significant progress, especially regarding the obligatory course for the prevention of violence against women for first year university students.

Pillar 5, related to data and evidence management, also suffered delays, but despite this, steady progress was made in carrying out capacity and institutional needs assessments. This area is still being prioritised, as well as the implementation of trainings based on the results of the diagnoses. (Rapid and Integrated Assessment - RIA).

Implementing partners were also affected. Many of the interviewees stated that their project implementation schedule had been shortened, and that they were required to implement virtual activities. All this has had an impact on the quality of the expected outcome. On the other hand, as a by-product of the COVID-19 pandemic, many the beneficiaries are now suffering from increased poverty and exposure to VAWG and femicide/feminicide. In addition, there are technology gaps in the country in some areas of work (i.e., limited/problematic access to internet, mobile phones).

Subsequently, it was necessary to assess the support that had to be provided in response to the emergency caused by hurricanes ETA and IOTA, with the readjustment of budgets in coordination with

the EU and the approval of the Secretariat. Adjustments were also made to the emergency plan and funds were redirected to respond to the emergency.

Key findings:

- Internal factors, such as delays in the recruitment of staff, inadequate number of human resources in the RUNOs to ensure the implementation of the work plan and functioning of the Spotlight Initiative in Honduras coordination and governance mechanisms have caused delays in the start-up and implementation of the Initiative.

- Due to external factors, mainly the COVID-19 pandemic, many activities had to be rescheduled. Despite this, progress was made in the implementation of programmed activities related to consultancies and field work, the execution of which did not imply risks for implementers and beneficiaries. There is no information on whether the results matrix has been updated to institutionalise the adjustments made.

Recommendations:

- TCU: considering that the implementation time of phase 2 is shorter, we suggest that during the preparation stage of the second phase the internal and external factors that may affect the achievement of the expected results be analysed, to take them into account when defining the interventions to be supported.

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

Relationship with the Secretariat

Since the submission of the Honduras proposal, the Secretariat was open to provide the support and directions required to initiate the fundamental processes for the implementation of the Spotlight Initiative and its adaptation for in-country implementation. This has been a learning process for all involved. It has required a lot of communication to come to terms with the complexities of adapting to the proposed working modality between the actors involved, mainly RUNOs, RCO, EUD, Government and CSOs.

At the beginning there was not much clarity. A list of contact persons was provided by the Secretariat. However, there were no regular and timely thematic communications sessions at the outset. There were many specific bi-monthly sessions on how the Spotlight Initiative was performing, how the work with civil society and women's organisations was progressing. There was a need to have a focal point between the Secretariat and the TCU; a reference person to contact when problems arose, or clarification was needed on an issue.

Currently there is an excellent relationship with the Secretariat: with the individual responsible for the communication system, the monitoring and evaluation team based in finance as well, along with the individual responsible for the whole Secretariat. RUNOs have taken ownership of the communication and reporting lines. It has to be recognised that the processes are not as streamlined as expected. There are pre-established procedures under the agreements made by the Secretariat and the EU that must be

complied with, mainly related to the accreditation and management of funds that RUNOs receive from their respective headquarters, and which in turn derive from the MPTF of the global Programme.

There is good communication between the Secretariat and the RC. The Secretariat has provided the necessary information to the RC before taking office, informing about the importance of the Spotlight Initiative and providing updates on the development of the Spotlight Initiative

National Steering Committee (NSC)

The effectiveness of the NSC's functioning was rated as "excellent" by 20 per cent of respondents to the online survey, "good" by 27 per cent and "fair" by 40 per cent. In part, this assessment is due to the fact that they consider that a programme such as the Spotlight Initiative warrants more frequent meetings of the NSC and that the NSC does not inform other actors about its management or about the progress of the implementation of the Spotlight Initiative in the country.

In the interviews, it was mentioned that decision-making within the NSC should be promoted by the NSC as a whole, not by any particular member (e. g. decision on meeting dates).

It would be important for the NSC to adopt a more proactive role and share information with the rest of the Spotlight Initiative stakeholders, within and outside their institutions. Their efficiency lies in the dissemination of the technical knowledge they obtain, in their involvement in learning about progress and in sharing the information produced by the Spotlight Initiative.

Some interviewees stated that there is a need to establish a more operational mechanism than the CRC that is in charge of the technical follow-up of the implementation of the Spotlight Initiative in Honduras.

The Spotlight Initiative Technical Co-ordination Unit (TCU)

It acts as a technical support body to all Spotlight Initiative in Honduras governance mechanisms, which allows it to implement the results of high-level meetings such as the NSC. As a support structure to the Spotlight Initiative in Honduras, it has had to open spaces for its acceptance as a facilitating body, mainly among the RUNOs, who do not report to this unit as regularly as they should. As it is not an official part of the UN System, it has a difficult role to fulfil, but this has been improving and with the intervention of the RCO its management has been facilitated. In the future, it would be advisable to introduce the practice of socialising the aids that are generated in the different meetings and thus maintain an open and fluid communication channel of information between all the actors that make up the Spotlight Initiative, as well as distributing the agreed work programmes.

A review of the strategic scope of the TCU will have to be carried out in the second phase, so that this structure can be positioned in its strategic role within IS

National Civil Society Reference Group (GNRSC)

The NCSRG is composed of 16 persons, all of whom act in a personal capacity along with four alternates who are self-nominated or proposed by civil society, always following a rigorous selection process. A geographical balance is maintained in the representations and under the principle of leaving no one behind. It is recommended that a minimum of 50 percent of the representatives in this group be from women's and feminist organisations and under the principle of intersectionality. Membership will be for one year and renewable for one year only.

It is the highest representation of civil society organisations and its members were democratically elected in an assembly in July 2018. In the online survey, 79 per cent of respondents considered the contribution of CSO representatives to be relevant.

The high demand burden that the Spotlight Initiative in Honduras has on the NCSRG representatives is a constraint, because they have to attend to their workspaces and activities that are sometimes extreme, as they are constantly confronted with social movements that confront the government and its structures on VAWG and femicide/feminicide claims at all levels. Their participation is voluntary, motivated by their commitment to participate and influence decision-making spaces. Information has been obtained that in the Spotlight Initiative in Honduras they are not sufficiently involved in aspects in which they are interested in participating, such as providing technical and analytical guidance on Spotlight Initiative in Honduras interventions; generating relevant information, analysis and lessons learned; supporting monitoring; and advising on implementation. They express that they are not sufficiently included, nor are they aware of the final Programme document and thus its implementation plan as mentioned in the ToR for the NCSRG.

In question 3 we have addressed the NCSRG's demand for a more active participation in steering and monitoring the implementation of the initiative.

Key findings:

- There is a good relationship with the Secretariat. As with all new initiatives there was a need for clarification and learning, but the assistance given was seen as adequate.

- The NSC has had little activity in the process of implementation, monitoring and follow-up of the Spotlight Initiative in Honduras, which affects the efficiency of its work.

- There is no mechanism involving all the actors represented in the CRC at a technical and operational level that assumes responsibility for the technical accompaniment and follow-up of the implementation of the Spotlight Initiative in Honduras.

- The TCU, not being an official part of the UN system, has a difficult role to play, but this has been improving with the intervention of the RCO. It is important to review the strategic scope of the TCU, in the second phase, so that this structure can be positioned in its strategic role within IS.

- The NCSRG states that it is not sufficiently involved in aspects where they have more interest to contribute, such as participation in decision-making, providing technical and analytical guidance on interventions; generating relevant information, analysis and lessons learned; supporting monitoring and advising on implementation.

Recommendations:

- We refer to the recommendation in question 7 on the strengthening of the TCU.

- We refer to the recommendation in question 4 on the revision of the NCSRG terms of reference.

- RCO: Consider establishing an inter-agency and inter-institutional technical operational committee to follow up and monitor the implementation of the Spotlight Initiative in Honduras and at the same time establish an early warning system to monitor compliance with the Spotlight Initiative in Honduras indicators

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 implementation mechanisms of the UN reform have led to a new way of working between agencies in the framework of the implementation of the Spotlight Initiative in Honduras. However, these processes are being implemented gradually. Changes are taking place, but not with the expected speed, and there is still resistance to harmonised inter-agency work. The leadership of the RC and the support of the TCU have facilitated the implementation of these reforms.

The reform of the UN system implies new approaches and new coordination modalities between the agencies and the RCO. Since its formulation, it has been understood that the implementation of the Spotlight Initiative will serve as a pilot, a facilitator to set this process in motion, and that in this restructuring process the RUNOs and the RCO in particular will be strengthened (see questions 2, 4, 7). The restructuring of the UN implies unifying efforts with a focus on common goals, and the Spotlight Initiative serves as a motivating factor for these changes to take place on an ongoing basis, as the implementation of the Spotlight Initiative requires a high level of coordination between agencies. Since the design phase of the Spotlight Initiative country Programme, one of the main challenges of the Spotlight Initiative has been getting UN agencies to articulate and coordinate effectively. This continues to be observed during implementation, monitoring and follow-up.

A major achievement in the design phase was the appointment of focal points for the Initiative. The team as a whole (RUNOs and TCU) also conducted the first joint inter-institutional missions to promote the Initiative at the local level. In these missions, the Spotlight Initiative was presented to local authorities, public institutions and civil society organisations, which helped to identify the main issues, priorities and possible actions to better address VAWG in coordination with the Spotlight Initiative. Next steps with local actors include the formulation of local action plans. This effort included the participation of the EU Delegation and was carried out in three of the five prioritised municipalities, La Ceiba, Choloma and Intibucá.

The TCU began its work in the second half of 2019. The RCO, through the TCU, has played an important role in promoting this change, trying to coordinate RUNOs and the rest of the actors at the governance levels of the Spotlight Initiative, and to be considered by all as participating in the implementation of a joint Initiative, not as a project for each agency.

When UN participants in the online survey were asked how much they agreed with some aspects of the implementation of UN reforms in Spotlight Initiative in Honduras, all or most of the respondents expressed strong agreement that: (a) the UN Resident Coordinator plays an active role in coordinating the Initiative (100 percent); (b) the Spotlight Initiative Team (coordinator as well as the M&E and/or communication officer, where relevant (78 percent); and (c) closer collaboration between UN organisations leads to greater efficiency and that the mandates of UN country teams are respected (67 percent). It is important to note, however, that only 22 per cent strongly agreed that UN country teams work well together to implement action in an integrated manner.

"Close collaboration between UN System agencies has been complex, agencies still prioritise their actions autonomously rather than through joint action. Although remarkable progress has been made, there is still a long way to go for there to be joint impact." [Comment, online survey].

Key findings:

- Although there are still challenges in the coordination and articulation of the UN Agencies for the implementation, monitoring and follow-up of the Spotlight Initiative, important advances have been observed that bring greater efficiency to the execution of the programme.

Recommendations:

- TCU: continue to develop regular meeting spaces that strengthen the processes of joint analysis between agencies, focused on strengthening and improving the management and implementation of the IS and the technical coherence of products, finding work mechanisms to harmonise or jointly carry out administrative processes such as procurement, tenders and others. Creating inter-agency dynamics that foster working as "one UN".

Additional questions: Does the programme generate additional resources?

According to the Country Programme Document, RUNOs contribute $723,151, which represents 10 percent of the total Spotlight Initiative in Honduras budget. This contribution does not account for staff time working on Spotlight Initiative in Honduras actions that are not under contract.

An example of this was stated in one of the interviews, "UNICEF mentioned that initially they had more or less 200,000 dollars as a contribution, but now they have offered more or less 600,000 dollars as an additional contribution. Not included in this are the teams working in M&E, communication, at least seven people from the agency in one way or another are linked to Spotlight. Indirectly with other processes, they fund processes that contribute a great deal, and it is reported on in Spotlight. So, I think that with the exception of the last year, it can be worth about 500,000 dollars more." [RUNO key informant]

There are also other very important contributions that cannot be accounted for, such as connecting the Spotlight Initiative in Honduras with other Programmes that agencies have in place, and the institutional strengths of each agency.

RUNOs have made efforts to mobilise resources from their agencies and have also tried to connect with other Programmes or projects working on the issues addressed by Spotlight Initiative in Honduras in order to complement efforts, avoid duplication and create synergies

D. EFFECTIVENESS

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?

☒ Very good - Good
☐ Problems
☐ Serious deficiencies

Results of the 2019 Work Plan

The Spotlight Initiative in Honduras has worked on the six pillars included in the overall Programme framework. By the end of 2020, the Programme made progress in implementing activities to generate the expected outputs, although some adjustments were necessary to adapt the implementation due to the national context and other external factors that caused some delays (see question 9).

The table below summarises the main achievements by outcome in the first and second year of implementation. In addition, the obstacles to be addressed in the second phase are identified.

Table 4. Key achievements and obstacles by outcome

Pillars	Key achievements in Phase I	Issues arising / obstacles to address in Phase II
Result 1	**2019** ● Becoming part of the Inter-Institutional Committee against Violent Deaths of Women and Femicide/Feminicide, which has allowed Spotlight Initiative to position itself to advise, support and strengthen the Commission in the fight against violent deaths and femicide/feminicide, and to reconcile actions between government and civil society. **2020** ● Feminist organisations have submitted to the government a proposal for a comprehensive law to address different types of violence against women. Spotlight Initiative has supported a series of workshops aimed at ensuring the inclusion of an intersectionality approach in this proposed law.	● Challenges working with the legislature on a cross-party agenda was foreseen because it is not a priority in the legislature. ● Focus support on strengthening CSOs in law initiatives that place VAWG on the national public policy agenda.
Result 2	**2019:** ● Coordination and alliances with key actors such as the School of High Management of the Public Sector, the National Women's Institute, the National Police and the Association of Municipalities of Honduras (AMHON). **2020:** ● The knowledge of 70 participants who completed the virtual course on gender budgeting was improved, based on before and after tests. The course is in the process of being transferred to the Virtual Academy of the National Women's Institute (INAM).	● Energise the inter-institutional committees and strengthen these structures. ● Put the issue of VAWG and femicide/feminicide on public policy agendas. ● Continue to strengthen INAM and other public sector institutions and CSOs with tools to develop new capacities for the inclusion of gender and VAWG in results-based planning

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		• Diagnostics on capacities in gender planning (Pillar 2). At least 10 central institutions and 5 municipalities received feedback on their diagnoses.	and gender-responsive budgeting. • Continue to support municipalities (OMMs) that deal with the Spotlight Initiative so that VAWG and femicide/feminicide becomes a public agenda item, with budgetary allocations to provide assistance to the population and mainly to women's networks and women's and feminist organisations that deal with VAWG and femicide/feminicide.
Result 3	2019 2020	• Design of tools and elaboration of studies, design of training modules and capacity building processes, as well as institutional strengthening, including at central and municipal levels, aimed at promoting social norm change. • GBV prevention strategies have been established in communities highly exposed to violence. Local leaders have successfully mediated 653 violent conflicts involving 1577 people in 30 communities, preventing violence against 436 women who were directly involved in the conflicts. Community leaders and teams have also developed 26 local activities for the promotion of gender equality.	• Identify strategic agendas aimed at strengthening human resources working on VAWG and femicide/feminicide at central and local levels. • Ensuring that the beneficiaries of the training will be provided with answers and conditions so that they can attend with quality the services provided by the IPs (ICTs) is a problem of access due to a lack of resources for connectivity.
Result 4	2019 2020	• Progress so that the country has protocols and guidelines in line with international guidelines on quality services in comprehensive care for VAWG, for the improvement of care in health, justice and social services. • An emergency plan for the response to gender-based violence has been developed, combining the efforts of government institutions, cooperation and civil society organisations for inter-institutional coordination, strengthening of services and support to women's organisations and human rights defenders working on GBV, among others.	• Work to strengthen institutions providing VAWG and femicide/feminicide services. • Strengthen organisations and institutions providing services to VAWG survivors. • Promote initiatives in the five municipalities where the Spotlight Initiative intervenes regarding the provision of comprehensive care services for gender-based violence, human rights and femicide/feminicide.
Result 5	2019	• Identification of potential partners for data management, including INAM and the judiciary, in order to standardise and streamline the data collection process for	• Support institutions that generate official VAWG and femicide/feminicide data to be reliable and expeditious. • Support CSOs to make use of the data and orient them

		decision-making on VAWG and for action on prosecution and enforcement.	towards advocacy on VAWG and femicide/feminicide. Continue to support institutions responsible for the generation of information on VAWG and femicide/feminicide to generate updated and reliable information, facilitating decision-making by prioritising data-producing institutions, including INE.
	2020 ●	A process of pre-qualification of CSOs/NGOs/Academia for data management is underway. This will help identify who to invite to submit proposals for specific programme activities and who requires organisational and technical strengthening as part of a capacity building process for specific programme activities and who requires organisational and technical strengthening as part of a capacity building process.	
Result 6	**2019** ● **2020** ●	Creation of the GNRSC, which constitutes a platform for continuous analysis, reflection and advice for a better approach to VAWG and the granting of resources through competitive funds with both the UN Trust Fund and local funds. As a result of the 2019 call for proposals, 2 CSOs are in the process of signing agreements to address GBV through innovative models of intervention at the local level and to strengthen the capacities of small women's organisations and networks to formulate a better project proposal for funding.	● Support capacity building at central and local levels for social oversight and advocacy on the issue of HRDs and VAWG and femicide/feminicide. ● The implementation times of the initiatives must guarantee sustainability within the framework of efficiency in order to ensure the expected results.

Annex 6 presents a detail of the activities carried out in 2019.

Progress in the achievement of the milestones defined for the first year of implementation

Below is an analysis of progress towards the achievement of the milestones for the output and outcome indicators for 2019, the first year of Programme implementation.

The aim is to summarise the available information for the six outcomes using a visual description. The results were obtained as follows: For each indicator, the degree of achievement of milestones was determined: i) achieved (milestone achieved or surpassed), ii) in progress (milestone >50%), iii) not achieved (milestone <50%), iv) no data / NA (no information reported on that indicator or not applicable as no targets have been defined).

The qualitative indicators were translated into a quantitative perception of "Achieved", "In progress" "Not achieved" or "No data". See figure 1

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Figure 1. Progress against indicators for each pillar

Progress against Milestones 2019 indicators
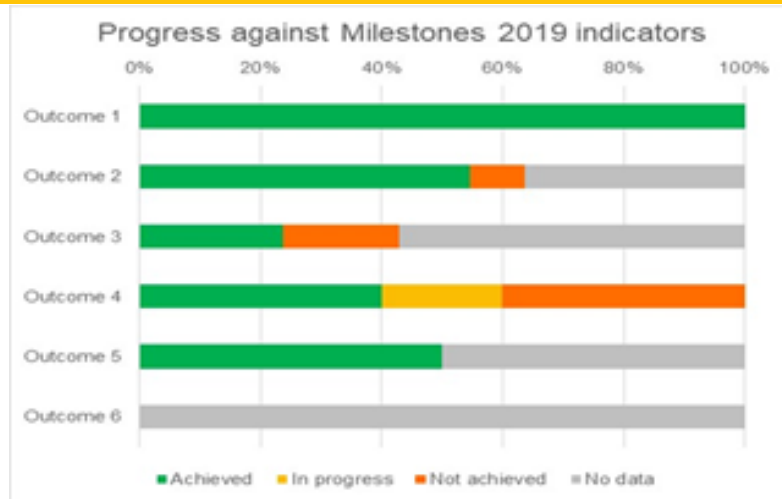
Sources: data provided by the Spotlight Initiative Secretariat as of 30/09/2020

Honduras has made significant progress in achieving the targets set for each expected result in its first year (2019). More details in Annex 3.

In the M&E field, an important consideration for the analysis is that the baseline study was carried out prior to the adjustments to the indicator fact sheets, and prior to the decision to record 0 as the starting point in the SMART platform for some indicators by default. Thus, for example, for outcome indicator 2.1, it is described as achieved, when in fact the baseline established an existing number of inter-institutional coordination mechanisms.

In general, outcome indicators are aimed at creating a legislative and regulatory environment to eliminate VAWG, femicide/feminicide and other forms of discrimination. Likewise, the creation of capacities to face the demand required from all the actors involved in the Spotlight Initiative to operate in a coordinated manner to address the problem of VAWG and femicide/feminicide and generate effective responses for its elimination also serves the same purpose.

The baseline is a tool for evidence-based reporting, which also allows for the disaggregation of information by sex, and specific numbers such as number of laws, institutions, organisations, available services, among others, and from this first information to be able to measure the achievements that will be made. This initial activity took longer than required and this caused delays in having the indicators with their well-defined targets in the first year.

In this first year, the focus was on fostering dialogue between government and civil society through the NCSRG and government institutions involved in the CRC. Progress was made on the Rapid Integrated Analysis (RIA). The RIA provides an analysis of the alignment of national laws, national plans and policies with the SDGs in relation to VAWG. The central finding of the RIA is that there is good alignment, but that this does not ensure the effectiveness of laws, plans and policies, nor does it provide assurance that gaps will be addressed.

Analysing progress across the results it is noteworthy that result 1 had 12 indicators achieved out of 21 indicators. There were 9 indicators for which no milestone had been set for 2019. It is important to note that the first year was for the definition of priorities to be addressed by the Spotlight Initiative in Honduras, the development of the baseline to define targets for the indicators, allocation of resources for implementation, and identification of potential actors and partners to develop the activities of the indicator targets, among others.

An analysis of progress towards milestones for 2020, the second year of Programme implementation, could not be conducted as this information was not available during the data collection phase of the evaluation. The evaluation team was informed that this information is being consolidated for integration into the 2020 annual report that will be available in March 2021. For this reason, for the year 2020, only the information provided by the TCU was analysed. This was added to a summary of progress of the activities carried out in 2019, which have been summarised in table 4 above.

Key findings:

- Quantitative data is only available for 2019 to assess progress in terms of outputs, indicators and targets, which makes it difficult to have more elements to measure the results obtained in year two of implementation.
- Indicators and outcomes are ambitious. Interventions to achieve them have sought to cover actions in different spheres at institutional, territorial and population levels, which dilutes the resources and efforts to be able to have an impact on the strategic level. Two strategic lines of work have been identified: strengthening CSOs, especially women's and feminist organisations and other groups considered in the intersectional approach, and government institutions responsible for applying justice, norms and protocols to address VAWG and femicide/feminicide.

Recommendations:

- TCU: make an assessment of the scope of the indicators for 2020, and from this information focus the activities in the second phase to be more strategic considering the time and resources that will be available to ensure sustainability in the results.
- RUNOs: see table 4 for suggested actions to focus on in phase 2

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 capacity

In the interviews conducted, several informants stated that there are limitations in government institutions' capacity to ensure the implementation of planned activities. These constraints include limited human resources, insufficient political will, and being passive recipients. On the other hand, the demands to address the COVID-19 pandemic and the emergency situation caused by hurricanes ETA and IOTA exceeded the capacities of many institutions and resulted in the prioritisation of implementation of activities aimed at addressing these situations.

In the online survey, the capacity of the central government to implement the Programme was rated as "very poor/poor" by 38 percent of respondents; "fair" by 28 percent, "good/excellent" by 15 percent, while 19 percent said they did not know.

Human resource constraints include limitations in the technical capacities and number of human resources allocated, as well as constant staff turnover. At the government level, there are difficulties in making progress on results, as there is a diversity of human resource capacities, for example, there are clear policies and laws on how to address the problem of VAWG in the country, but often justice operators, for example, do not have sufficient clarity and capacity to implement them. There has been openness and facilitation of activities on the part of some officials, but the institutional capacity is

reduced, especially where the number of people is very limited and technical capacities are weak in the handling of VAWG, when they have to work on certain issues that require these skills. All these factors make it challenging to guarantee involvement in planned activities.

The political will to work with Spotlight Initiative in Honduras is another factor that has influenced the timely implementation of activities. For example, *"to establish a relationship with a mayor's office, or with the Public Ministry, in some cases, it took 3 or 4 months to get an adequate response and, in some cases, there was not even a response, so it depends on which government body we are talking about or which mayor's office. Indeed, not all of them have the same capacities, nor the political will to work with the Spotlight initiative"* [RUNO Informant].

Other informants are of the opinion that, in 2020, the main obstacle faced by several institutions in developing activities according to the plan was due to the emergency caused by the COVID-19 pandemic and the hurricanes. These emergencies overwhelmed the capacity of many institutions to respond, particularly those institutions that had to provide direct services to the population. These institutions prioritised emergency-related activities.

Some interviewees are of the opinion that some government institutions have not done their best to demonstrate the capacity required of each institution to ensure the development of activities.

Aspects related to national and local government ownership and absorption are not recorded in the progress reports, one of the main reasons being that their involvement often places them only as recipients of the technical assistance and capacity building services programmed for their institutions. They also do not have an allocated budget, which does not allow for an assessment of their administrative and operational performance.

Capacity of implementing partners

Implementing partners that are established organisations with which RUNOs have been working for many years or have managed different programmes with different donors, have shown capacity to implement the planned activities. Some of them have structures at the local level, a fact that has facilitated the implementation of activities. In the online survey, the capacity of implementing partners to implement the national Programme as planned was rated as "good" or "excellent" by 46 and 37 percent respectively of respondents to this question.

Civil society representatives and the group of women and feminists involved in Spotlight Initiative actions consulted in the interviews stated that their organisations have the capacity to implement actions as planned. There is, however, an element of a lack of confidence concerning the RUNOs with regards to their capacity to properly manage funds and fulfil operational management commitments. This is especially the case where the capacity of small or grassroots organisations groups – women's and feminist organisations, people living with HIV/AIDS, indigenous and Afro-descendant people, disabled people and the LGTBI – are concerned. Steps have been taken to ensure that organisations with greater administrative capacity (e. g. OXFAM, Centro de Derechos de Mujeres (CDM), Mujeres en las Artes (MUA)) can serve as an umbrella so that smaller organisations do not miss out on the opportunity to participate in project implementation.

Most grassroots organisations need to be strengthened in their administrative, financial and project management capacities, as well as in their advocacy and lobbying capacities, as pointed out by several interviewees, for example,

"...we need to assess the capacities of CSOs and sit down with them and work to make them work, identify the bottlenecks, and we are not doing that.... So, we continue to look at the CSO as a service provider, in a contract, and the relationship is not as conceived initially." [UN Informant].

RUNO capacity

In the interviews, there was agreement that the RUNOs have the technical capacity and expertise to support the implementation of the Spotlight Initiative in Honduras. However, their human resources are insufficient to adequately respond to the requirements of Spotlight Initiative implementation (see question 7).

In the online survey, the capacity of RUNOs to implement the national programme as planned was rated as "good" or "excellent" by 50 and 32 percent respectively of respondents to this question.

In the interviews, several informants stated that in the design stage the workload involved in the implementation of a programme as complex as the Spotlight Initiative was not adequately sized and turned out to be greater than estimated. The RUNOs do not have sufficient human resources to adequately respond to the demands of planning, execution, monitoring of activities, information demands and coordination, articulation, and joint work activities. Some agencies have tried to solve this situation by hiring additional staff, redistributing roles and responsibilities among existing staff, and working with volunteers. However, there is still a need for additional staff. See question 2.

Key findings:

- There are limitations in government institutions to ensure the implementation of planned activities. Among others, these limitations include limited human resources, insufficient visibility, and prioritisation of the issue of VAWG/feminicide on the public agenda and being passive recipients of training processes. On the other hand, the demands of the emergency exceeded the capacities of many institutions, especially those with direct responsibility for service provision, and they prioritised the implementation of activities aimed at dealing with the emergency.

- There is sufficient capacity among CSOs to implement planned activities. But there is not always confidence in the capacity of small and grassroots organisations to properly manage funds and meet operational management requirements. Grassroots organisations have been able to participate under umbrella organisations with consolidated administrative capacity. They need to be strengthened in their administrative, financial, project management and advocacy capacities.

- Human resources that the RUNOs have allocated to the implementation of the Spotlight Initiative in Honduras are insufficient to adequately meet the demands required for the implementation of the Initiative.

Recommendations:

- TCU: jointly identify with the government the operational support needs required by government institutions at all levels so that they can be strengthened and can strategically address the containment of VAWG. Define clear lines for the prevention, care and elimination of VAWG and work from the state structures in coordination with the multiple actors involved in this problem.

- RUNOs: identify together with CSOs the need for capacity building of grassroots organisations, including capacity building in advocacy, administrative, financial and project management. Based on this exercise, elaborate, and implement the corresponding action plan.

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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 according to the work plan

The work plan initially approved by the NSC was modified with the approval of this committee in May and November 2020 to respond to the emergency situation caused by the COVID-19 pandemic and hurricanes ETA and IOTA. New activities were incorporated, others were suspended or rescheduled, and adjustments were made to the budget. An effort was made to respond to these emergencies, without jeopardising the achievement of the Programme's expected results. Despite this, there is a delay in technical and financial implementation. An extension of phase 1 until June 2021 has been approved.

Figure 1 in question 12 presents the progress in the achievement of targets (milestones) for each outcome or output indicator for 2019, the first year of Programme implementation. Honduras shows progress in reaching the targets set for that year. However, it should be noted that the information on the scope of indicators is incomplete. There are a good number of indicators for which there is no information reported or no milestones have been defined. This was partly because the baseline study of the Programme had not been completed by the end of 2019. The baseline study was completed in early 2020, and milestones were defined then.

In the first year, progress was made in the implementation of preparatory activities, the NSC and the NCSRG were established, and some outputs (see table 4, question 12) and proposed results were achieved. During 2020, the circumstances created by the emergencies have made it necessary to resort to innovation to avoid programmatic delays, for example, IPs have had to use the most user-friendly platforms to allow their groups of beneficiaries to follow the course of activities that were previously face-to-face and are now virtual, while training materials have been distributed electronically. Innovative projects have been identified, such as using the arts to consolidate affirmative messages about VAWG and femicide/feminicide, capacity building for women who can in turn activate women's networks in the municipalities, and when face-to-face participation is required, the measures and protocols established to prevent COVID-19 infections are used.

When preparing the emergency plans to be implemented as part of the Spotlight Initiative in Honduras, each RUNO incorporated activities that would allow progress in their programming, considering the current emergency conditions, the needs to meet new demands such as in the case of new violence caused by the COVID-19 pandemic and the emergencies resulting from the ETA and IOTA hurricanes. This created a new scenario in which implementation of the Spotlight Initiative in Honduras had to continue. Efforts have been joined among the main actors of the Spotlight Initiative in Honduras, and this has resulted in continuing to operate and advocate for the reduction of VAWG in the national emergency plan, and in the municipalities where the Spotlight Initiative mainly intervenes. In total, six activities were added in Pillar 1; Pillar 2, five activities; Pillar 3, four activities; Pillar 4, fifteen activities; Pillar 5, two activities; Pillar 6, five activities; for a total of thirty-seven new activities in the framework of emergencies in 2020, some continuing in 2021.

During implementation, the short deadlines for the execution of activities (6 months and sometimes less) at times prevent a more participatory process to incorporate users' opinions and make them more participatory, especially at the local level.

14 B Obstacles/bottlenecks/outstanding issues

Many internal and external obstacles have however been identified throughout Spotlight Initiative implementation (see question 9). These have been analysed by RUNOs and with the support of key actors, such as the RCO, EU Delegation, NSC, NCSRG, with the support of the TCU.

Among the obstacles and bottlenecks to Spotlight Initiative implementation in the country, informants consulted mentioned:

- One obstacle to responding to gender-based violence in the country is related to the context and exacerbated by the existence of maras and gangs in the municipalities where Spotlight Initiative in Honduras intervenes. In the present state of emergency, some forms of violence are emerging more strongly, for example, exploitation for food, violence for food, sexual violence, gangs that are already controlling shelters.
- Weak government capacity to coordinate institutions and initiatives that are being implemented by Spotlight Initiative in Honduras on VAWG and femicide/feminicide elimination, which does not contribute to ownership. Similarly, the capacity of local governments to improve the coordination of actors and initiatives being implemented at the local level could be improved.
- Weak functioning of national mechanisms for monitoring policy implementation and inter-institutional coordination, such as the national commission on violent deaths and femicide/feminicide. Work with the commissions is slow, and coordination of responses is challenging. The Commission of Inquiry into Violent Deaths and Femicide is a priority for the Spotlight Initiative, yet it is the Commission with which it has been most difficult to obtain information on training needs. They do not value the opportunity that the Spotlight Initiative represents for the Commission, so that 4 months passed by, without a response to the information requested. This challenge was expressed by one of the interviewees in the following way *"...the inter-institutional commissions also have problems to convene, and they are often our liaisons. The Commission for the Investigation of Violent Deaths and Femicides is where we have to be, but they do not consider us [relevant] and they do not consider the importance of Spotlight to support them. We have been waiting 4 months to receive the interview back, and there is still no sign of this being about to happen. Supporting them is our priority* ". [RUNO KII]
- On the issue of Comprehensive Sexuality Education and Violence, where UNFPA coordinates with the Ministry of Education, there has been a lot of resistance, not only because Honduras is a conservative country, but also because of the presence of conservative groups in government, that are opposed to this issue and have influence in decision-making. This requires the influence of the UNCRC to further this initiative, if it is to be achieved on time.
- Another limitation of the context may be that CSOs, although very representative and combative, are not as strong in terms of advocacy on some issues, or some of them are not as organised. Moving towards the elimination of VAWG requires much advocacy work to bring about change at all levels.

The implementation timeline of projects by IPs, mainly in Pillar 6, became an issue for CSOs, as the response capacity is too slow to meet the demand generated from the Spotlight Initiative in Honduras. This is a major challenge for the Spotlight Initiative work with state institutions and CSOs, hence the slow level of delivery. The emergencies have had a negative effect because everyone is in emergency mode, and often these issues are no longer a priority.

Key findings:

- The identification of new modalities to continue with the development of activities has reduced the risk of not meeting the schedule foreseen in the Spotlight Initiative in Honduras implementation plan. In addition, this success, this has resulted in changes in service delivery, during times of pandemic and national emergency due to natural disasters in 2020.

- The emergency plan has not hampered the continuation of parallel activities to achieve the results under the indicators foreseen in the Spotlight Initiative in Honduras. An example is the design of platforms for the training process and the generation of information related to VAWG and femicide/feminicide, and the strengthening of the entities responsible for gender-sensitive budgets, among others.

- The diversity of government partners' capacities has made it difficult to make progress towards achieving results.

- Weak capacity of national and local governments to monitor and coordinate VAWG and femicide/feminicide -related initiatives in the country.

Recommendations:

- Identify, together with the government, the operational support needs required at all levels to strengthen and strategically address the containment of VAWG and femicide/feminicide and define clear lines for the prevention, attention and elimination of VAWG. This should be done working from the state structures in coordination with the multiple actors involved in this issue, as was done in the RIA by UNDP, as a good practice for mapping institutional capacities and needs for data management.

- Prioritise which government bodies to work with during the life of the Spotlight Initiative in Honduras to achieve quality and timely results.

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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

Spotlight Initiative Sustainability Plan

There is no sustainability plan, however the Country Programme Document describes in each of the 6 Pillars, the way in which it is expected to reach the results with actions based on sustainability. It continues with how it has to be approached in order to achieve the objective of transcending the Spotlight Initiative in Honduras and is institutionalised in the different agents of change that are among its IPs – mainly women's and feminist organisations that address the problem of VAWG at all levels. Non-systematic efforts are being made that are creating conditions and facilitating actions that contribute to the sustainability of the interventions supported.

Actions are being taken to ensure sustainability

There are some elements that point towards sustainability of actions. Some processes have been put in place, in a non-systematic way, to generate favourable conditions for the sustainability of the interventions supported by Spotlight Initiative in Honduras. There is a potential for sustainability, but if the intervention is so brief it is in danger of failing, it needs at least the duration of the Programme to consolidate the prospects for sustainability.

The most promising activities being implemented to achieve sustainability in the country are those related to building new capacities to implement and develop new strategies to intervene VAWG in the country. These capacities are strengthened in the different actors involved including government, civil society in general, and direct beneficiaries. Capacity building includes the production of tools, revisions of laws and policies and where CSOs take the lead in advocacy, the institutional framework for VAWG and femicide/feminicide prevention and care, and the strengthening of human resource capacities to implement them. Women's organisations and networks are being strengthened to define the strategies that must be adopted from the local to the national level for advocacy and monitoring; the application of the intersectional approach is one of the most important results for intervention and cultural response against new forms of violence.

Each agency is developing initiatives to achieve sustainability, such as training and capacity building for government and CSOs and women's and feminist groups, development of tools, training platforms to replicate gender-sensitive training modules, development of platforms for processing information on VAWG, women's networks replicating their trainings in communities. Among the most prominent, the use of art to disseminate messages to position the issue of VAWG

Local capacity for management

At the local level, partners receive multiple conceptualisations of how they are being empowered and linked to the sustainability of their actions which occur in their municipalities because of the intervention of the Spotlight Initiative. They mention, for example, *that "there are other factors that would be interesting to address. There are also other institutions that could get involved, and it could even be interesting to form a municipal platform that could be integrated into the issue of gender and human rights and that could have resources to achieve this collaboration and synergy, not just two or three*

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[organisations, something] that could have an impact, not only at the local level but also at the national level. [KII IP]

Key findings:

- The country Programme document does not have a Sustainability Plan as a tool per se, however, the Programme document itself describes how the results are expected to be achieved with sustainability-based actions. The Sustainability Plan will be developed in Phase 2.

Recommendations:

- During the preparation of the second phase, TCU will develop a Sustainability Plan linked to the Programme's results plan, which will provide the elements that will need to be strengthened to ensure that the supported interventions are sustainable after the end of the Programme.
- TCU should build the sustainability plan with the active participation of all actors to create ownership of the instrument and of the responsibilities acquired by each partner for its implementation.
- TCU, during the second phase, should consider carrying out studies to systematise relevant Spotlight Initiative in Honduras experiences, especially those with potential for replication

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

Is the programme identifying and disseminating good practices in the country?

A range of information has been recorded and shared at national level through social media, often and mainly through joint communications between RUNOs and RCOs and the EU. The Spotlight Initiative in Honduras has promoted innovation within the proposals, mainly in its Pillar 6, where new modalities have been created to develop capacities and carry strong messages on VAWG and femicide/feminicide in all its forms, and which aims to contribute to the principle of "leaving no one behind." One good practice has been working on disability. In fact, contacts have been developed with other countries that also work on disability. Another step has been to work from the arts, which will involve the creation of videos. – This set of partnerships is a good practice. Additionally, audio books will be fine-tuned to innovate and not exclude. All of this has the potential to attract young creative women during a time in which the feminist circle is widening. In addition, as good practices, forums have been held on the U-report platform, shared in the COSI, the result of an effort by all the agencies; and within Pillar 5, the diagnosis of the capacities of institutions whose methodology (RIA) has been shared for application in other countries.

Work is ongoing with UN Women on the second edition of the Feminist Narrative Schools, quotas exceeded the initial quota of forty people and reached eighty people.

Art is something that has always motivated. Art has promoted the emergence and stimulates more women to be involved in art-related activities in the country, and it represents an opportunity to continue that path.

Many women defenders Spotlight Initiative collaborates with had to leave their homes, this time not only because of threats from mining companies, but also because of their husbands, who envy them, are jealous of them. Many defenders have had to be received in Casa Refugio. There is a strengthening of women's networks in the five municipalities where the Spotlight Initiative operates, and it is also a challenge to continue orienting them for their sustainability.

Have best practices and lessons learned been systematically shared with other countries?

OXFAM, an IP that works with UN Women in Pillar 6, mentions that there are five studies carried out within the framework of the Spotlight Initiative that are being shared at the national level, and that have also been shared by an OXFAM regional platform. These studies address the issue of prevention, access to justice, work with young people on the prevention of violence, and others that have been shared on their platform.

In the 2019 narrative report there are success stories that were attached and some of these are included among communication links: 22 media reports, four brochures, and seven videos were made for this same year.

It would be worthwhile to collect all the studies that have been carried out in the framework of the Spotlight Initiative and then in turn compile and share them with decision-makers, mainly the mapping of laws, mapping of actors, results of innovative methodologies to address VAWG, and the baseline that was developed for the Spotlight Initiative, among others. Additionally, these should be distributed amongst relevant organisations and actors through various mechanisms such as a platform where all documents and studies that have been carried out are collated and made available for public use.

On this point, an IP informant mentions that "*There are studies in all pillars and research that often remain in documents in archives, but I think Spotlight should exploit all those documents and information, either for the second phase, but also to be able to influence decision-makers and those who are also part of those processes*". [IP informant]

The Spotlight Initiative should also innovate in communications and disseminate more regularly the progress made in its activities with greater projection towards VAWG. It is recommended that the proposals incorporate a sustainability plan, and the Spotlight Initiative itself should build its own to see to what extent it will be possible to leave newly created capacities and achieve progress in the main results proposed by the Spotlight Initiative in the country.

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 considered?

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

- Add Relevance: Is the programme adapted to the present institutional, human and financial capacities of the partner government?

- Add Relevance: Are there any complementarity issues with other ongoing/planned action(s) (including Capacity Development) managed by donors that need to be addressed? Are other programmes and donor funds aimed at similar objectives coordinated with the Spotlight Initiative? Is government coordinating the different inputs?

Main findings:

1. The process of designing the Initiative was highly participatory and succeeded in defining a Programme that addresses the needs of the beneficiaries. The preparatory phase involved actors with knowledge, professional experience, participation in decision-making and involved in promoting the eradication of VAWG and femicide/feminicide in the country. This included government actors, CSOs mainly with women's groups, feminists and vulnerable groups that are not traditionally consulted for these processes and that are operating or working on the issue of VAWG and femicide/feminicide in the country. UN agencies and the EU Delegation also participated in the design stage.

2. Vulnerable groups not covered by the Spotlight Initiative are identified, including female sex workers, migrant women, adolescent women, women affected by the recent hurricane emergency, and women living in rural areas.

3. Civil society organisations and women's and feminist groups, mainly those in the regions where the Spotlight Initiative is implemented, have fragile administrative-financial structures. This represents a challenge for accessing Spotlight Initiative funding and acting as implementing partners, and in some cases require umbrella organisations that allow them to get involved in implementation due to the weak capacity of their organisations and human resources.

4. There is a need to improve the monitoring and follow-up of the implementation of the Spotlight Initiative in Honduras, as well as the communication to all stakeholders of the progress towards the achievement of the proposed results.

5. There is a need to strengthen work with institutions responsible for the generation of reliable and timely data on VAWG and femicide/feminicide to inform the country and improve decision-making related to the elimination of VAWG and femicide/feminicide.

6. There are many activities planned in the Spotlight Initiative in Honduras, and there is a risk of dispersing efforts. The total indicator number is 62 (not including disaggregated indicators), of which 14 are outcome indicators and 48 are output indicators.

7. The Risk Management Plan is a tool that has been designed for mitigation, prevention and readjustment of programming if necessary, in the occurrence of the event it relates to. It should

be a tool in constant evolution, to support programming. The Spotlight Initiative has experienced several of the risks in the short time it has been implemented, however these have not been determinant in influencing the fulfilment of the expected results, indicating that mitigation measures were well designed.

Recommendations:

During the preparation of the second phase

To the TCU and NSC

a) To bridge the gap of leaving no one behind and reduce the impact of VAWG and femicide/feminicide, give higher priority to integrating some of the vulnerable groups such as female sex workers and migrant women.

b) Evaluate the management capacity of CSOs at the local level and focus efforts on effectively strengthening their administrative and management capacities, as well as their oversight capacities, mainly those of women's and feminist organisations. Work with them to expand the implementation of interventions in the five municipalities where the Spotlight Initiative is located.

c) Conduct a review and update of the Spotlight Initiative in Honduras Risk Mitigation Plan, considering the context and new challenges posed by the election year and the changes that may result from this process, as well as the consequences of the COVID-19 pandemic and natural disasters

2. GOVERNANCE:

- MTA Q4: Do all key stakeholders still demonstrate effective commitment (ownership)?

- MTA Q8: Do partner government and other partners (CSO and EUD) in the country effectively steer the action?

- MTA Q10: Are the National Steering Committees functioning efficiently and in line with Spotlight Initiative principles?

Main findings:

1. The main actors continue to be committed to the activities and results of the Spotlight Initiative in Honduras. However, the NCSRG has not been able to fulfil all its responsibilities and proposes to be included in the monitoring processes as a regular activity, which implies reviewing its ToRs and assessing their feasibility as described in the country Programme. The government has not exercised strong leadership in the Spotlight Initiative in Honduras governance bodies.

2. The government's lack of political will to push forward the agenda to prevent, punish and eradicate VAWG and femicide/feminicide does not help the Programme to advance as expected at the central government level, so working at the local level offers better alternatives, more so in some municipalities than in others.

3. An important governmental actor such as INAM had limited involvement with no major impact on decision-making in the Spotlight Initiative in Honduras, and in accompanying the processes of political influence, follow-up, and permanent monitoring in the Spotlight Initiative in Honduras.

4. The NSC had a limited role in the implementation, monitoring and follow-up processes. More diligent programming is required on the part of the TCU to make calls for proposals and give it

a greater role in the processes that are developed (mainly in those that involve decision-making), to support government institutions so that they become involved and take the Spotlight Initiative strategically to address the problems that VAWG creates in the country.

5. There have been different interpretations of the roles of the various actors, mainly the role of the EU Delegation.

Recommendations:

Before the second phase

a. Revise the NCSRG terms of reference to incorporate NCSRG demands for strategic and more active participation in decision making and monitoring of Spotlight Initiative in Honduras implementation. (Lead: TCU, NSC, NCSRG)

b. Engage in a dialogue with the Secretary of Government and INAM to identify and implement strategies that allow for greater government involvement in the management and decision making on Spotlight Initiative in Honduras. These bodies should be strengthened and positioned to contribute to keeping the issue of the elimination of VAWG and femicide/feminicide on the government's political agenda. (Responsible: TCU, NSC, Secretary of Government, INAM)

c. Draw up a schedule of meetings of the NSC, to be agreed with all its members. (Responsible: TCU and NSC)

d. Both the RC and the Head of the EU Delegation should provide clear guidance on what is expected from this new way of collaborating and operating, both in relation to UN reforms and in relation to collaboration with the EU Delegation. The Spotlight Initiative Secretariat can help clarify existing guidance and how this can be adapted at country level. (Responsible: RC and EU Delegation).

During the second phase

a. Facilitate more spaces for dialogue and agreement around the issue of VAWG, where the multiple actors that deal with the problem of VAWG and femicide/feminicide can converge, with oversight from local and international organisations. (Responsible: TCU, NSC).

b. To strengthen INAM's normative role and provide evidence on progress in the implementation of public policies, support INAM in the evaluation of the National Women's Policy and the Second Gender Equality and Equity Plan (2010-2022) and the National Plan against Violence against Women (2014-2022).

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. The groups that participated in the consultation and programme design processes demand to know the final programme of the Spotlight Initiative. In addition, there is a lack of knowledge of the indicators and progress of the final results, both on the part of government institutions, IPs and the NCSRG.

2. The RUNOs drew on their institutional experience and mandates for the distribution of respective responsibilities in the implementation of the 6 Pillars of the Spotlight Initiative. This allowed them to build on their experience and to reduce time needed for learning.

3. The TCU does not have decision-making power, only coordination, facilitation of communication, and harmonisation processes between RUNOs, RCOs, Civil Society, EU Delegation, and Government.

4. Despite the progress achieved in the coordination and collaboration of UN agencies for the implementation, monitoring and follow-up of the Spotlight Initiative, each agency still frequently makes implementation decisions in isolation. This leads to challenges in holding coordinated discussions about the work required in each pillar.

5. The leadership of the RCO has facilitated more agile mechanisms for communication within the UN system, mainly among the agencies that govern the Spotlight Initiative in Honduras.

6. One of the hindrances to smooth communication between agencies is that agency staff do not have enough time for the implementation of the Spotlight Initiative in Honduras, as they also take on responsibilities for other Programmes within their agencies. This problem occurs mainly in the RUNOs whose staff do not devote 100 percent of their time to the Spotlight Initiative in Honduras

Recommendations:

Before the second phase

a) progress being made in the implementation of the Spotlight Initiative in Honduras, through the organisation of spaces for reflection, monitoring and ownership, mainly with actors at national and municipal level and civil society. (Responsible: RC, TCU and NSC)

b) Strengthen the TCU so that it has greater decision-making, convening and leadership power in the Spotlight Initiative in Honduras. It is necessary to review its ToRs and include new

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functions that allow it to have greater management and decision-making capacity on some technical and budgetary aspects. (Responsible: RC, TCU and NSC)

c) Continue to carry out regular meetings that strengthen the processes of joint analysis between agencies. With a focus on strengthening and improving the management and implementation of the Spotlight Initiative in Honduras, an effort should be placed on finding working mechanisms to harmonise or jointly carry out administrative processes such as procurement, tenders and others. The harmonisation of administrative processes requires expertise in procurement and contracting to identify real feasibility of joint processes in the short and medium term, creating inter-agency dynamics that foster working as "One UN". (Responsible: TCU, RUNO)

d) It is recommended that the Spotlight Initiative Secretariat explores the possibility of allocating a percentage of the budget lines allocated to the pillars for the recruitment of staff to support Programme management in the RUNOs. (Responsible: Spotlight Initiative Secretariat)

3. PROGRAMME IMPLEMENTATION AND RESULTS:

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

Main findings:

1. Due to internal and external factors, including delays in the start of Spotlight Initiative in Honduras implementation, adjustments due to the political crisis, but mostly the COVID-19 pandemic and emergency caused by the Eta and Iota hurricanes, many activities had to be rescheduled. Despite this, progress was made in the implementation of Programmed activities.

2. There is need to improve the monitoring and follow-up of the implementation of the Spotlight Initiative, as well as the communication to all stakeholders of progress towards the achievement of the proposed results. There is a need to work on generating data to inform the country's decision making related to the elimination of VAWG.

3. Most of women's, feminist and vulnerable populations smaller organisations are limited in their ability to meet RUNO requirements to participate in project award processes. This is

mainly because they have limited human resource capacities, limited administrative and financial management and weak monitoring processes.

4. There are limited capacities in government institutions to ensure the implementation of planned activities. Among others, these limitations include insufficient human resources, low visibility and prioritisation of the issue of VAWG/feminicide on the public agenda and being passive recipients of training processes.

5. The country Programme document does not have a Sustainability Plan as a tool per se, however, the Programme document itself describes how the results are expected to be achieved through sustainability-based actions.

6. The implementation timelines of the initiatives are very short, especially in pillar 6, which is meant to strengthen civil society organisations and the women's movement. Their organisational structures require further strengthening to take on the challenge of reducing and addressing VAWG

Recommendations:

On a permanent basis

a) Maintain an up-to-date M&E baseline of results progress without having to wait for the annual report to be available to measure results. This is important as at the same time it is required to verify the alignment with the Theory of Change and implementation of the Risk Mitigation Plan as tools to make timely adjustments in programming. (Responsible: TCU, RUNO)

Before the second phase

a) Elaborate and implement a plan to strengthen the administrative and financial capacities of small women's and feminist CSOs to improve their operational and administrative skills to be able to compete for financial resources and develop better advocacy capacities from the local to the national level. (Responsible: TCU, RUNO)

b) Jointly identify with the government the operational needs of support required by government institutions at all levels, so that they can be strengthened and can strategically address the containment of VAWG. Define clear lines for the prevention, care and elimination of VAWG and work from the state structures, in coordination with the multiple actors involved on this issue. (Responsible: TCU, RUNO)

c) Elaborate the Sustainability Plan linked to the Programme results plan which will provide the elements that will need to be strengthened to ensure that they are sustainable once the initiative ends. (Responsible: TCU, RUNO, NSC)

ANNEX 1. SOURCES OF INFORMATION: 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	YES
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	YES
CSO Reference Group Bios	YES
Communication workplan	YES
Stories directly from the Calendar	YES
Other documents	
Act of Installation of the National Technical Committee.	
Aide-memoire on the installation of the National Technical Committee	
CSO Progress Report on COVID-19-IS-HN	
Amended budget execution IS Hond. 2020	
Pause and Reflection Exercise Spotlight V 29 01 2021	
Example of Recent ROM Report	
Last Spotlight Concept Note COVID-19-ETA	
COVID Action Plan 19 Spotlight Honduras	
Action Plan ETA Spotlight Honduras Change Nov 2020	
Agenda Spotlight Initiative Honduras National Steering Committee Meeting 21/11/2019	
Aid Memory National Steering Committee Spotlight Initiative Honduras 21/01/2020	
IS Achievements, Challenges and Priorities with financial execution until 31/12/2020	
Terms of Reference National Civil Society Reference Group-Honduras.	
Spotlight Initiative M&E Strategy	
The Spotlight Initiative Guidance note on Programme Operationalization	
Spotlight Initiative Legal Framework Summary	

ANNEX 2. LIST OF INTERVIEWEES

Sources of information: List of interviewees			
Group of actors	**Institution/organisation**	**Name**	**Cargo**
European Union Delegation	European Union	Zahra Piñero	Attaché Delegation of the European Union in Honduras.
Resident Coordinator	UN	Alice Shackelford	UN Resident Coordinator Honduras.
Spotlight Technical Team	Spotlight Initiative-Honduras	Rosibel Gómez	IS National Technical Unit Coordinator
	YES- Honduras	Marcela Suazo	IS Monitoring & Evaluation
	YES- Honduras	Dora Gabriela Matamoros	IS Administrator
RUNO	UNDP	María Dolores Castro	Coordinator
	UNICEF	Nancy Zúniga	Coordinator
	UN-Women	Vita Randazzo	Coordinator
	UNFPA	Aleyda Ramirez	Coordinator
Central Government Representative	INAM	Ana Aminta Madrid	Minister INAM
	INAM	Amparo Canales	Public Policy Coordinator.
	IUDPAS	Migdonia Ayestas	Director ONV
	Secretary General Coordination of Government	Gabriel Brito	Technical Secretary of the Social Cabinet
	Sub-Secretariat for Security and Prevention	Gustavo Bardales	Prosecutor
Local Government Representative	Mayor's Office of Intibucá	Ricardo Fiallos	Mayor's Office Manager
	Municipality of Choloma	Carlos Pineda	Promotion and development
	Mayor's Office of La Ceiba	Lizzeth Centeno	Municipal Programme Coordinator
		Cecia Almendarez	Psychologist OMM
	Mayor's Office of San Pedro Sula	Ligia Cardona	Planning
		Doris Iveth Torres Paz	Municipal Women's Office - Political, Social Participation and Women's Network Programme
IP Representative	OXFAM	Maritza Gallardo	IGUALES Programme Coordinator
		George Redman	Country Director
	ASONOG	Gabriela Portillo	IS Programme Coordinator
	Women's Rights Centre CDM	Gilda Rivera	Director
		Hogla Teruel	Project Coordinator
	AIDS FORUM	Xiomara Bu	Director
	INTERNATIONAL PLAN	Romina Rosales,	Programme Coordinator
		Karla Valladares	Programme Assistant
		Janeth Flores	Programme Assistant
GNRSC Representative	GNRSC	Jessica Sanchez	CSO Representative
Focus Group Municipality of Intibucá	Intibucá Women's Network	Elsa Marina Rodríguez,	President
		Dionisia García,	Vice President
		María Angela Hernández,	Partner
	La Esperanza Women's Network	Maria Angela Gutierrez	President

		Belinda Rodriguez.	
Focus Group Municipality La Ceiba	UNDP groups	Baleska Garcia.	
		Vanessa Siliezar.	
		Emerita Valdes.	
Focus Group Municipality of La Ceiba, Choloma, Chamelecón, Intibucá	UNICEF Group	Melania Reyes	MOMUCLA- Reclaiming my Community (Choloma)
		Joel Paz, SPS	Chamelecon
		Edwin Flores	Promotor Crearte for Equality (Intibucá)
		Vivian Siloe	Beneficiary (Chamelecon)
		Olman David	Promotor Crearte for Equality (La Ceiba)

ANNEX 3. ANALYSIS OF THE SCOPE OF INDICATORS IN 2019 - HONDURAS

Monitoring and evaluation data for progress on milestones for year 2019 were available from Reporting against the results framework for 2019 (Year 1) - obtained from SMART platform through the Spotlight Secretariat.

Qualitative indicators were translated to a quantitative perception of 'Achieved', 'In progress' or 'Not achieved' based on the following:

Table 5. Qualitative indicators

Achieved	Milestone achieved or surpassed
In progress	Milestone >50% Milestone >50% Milestone >50% Milestone >50
Not achieved	Milestone <50% Milestone <50% Milestone <50% Milestone <50% Milestone <50% Milestone <50
No data	No data reported for indicator
NA	Not applicable or no target reported for indicator

Table 5 below presents progress against each milestone for the year 2019

Table 6. Progress towards achievement of indicator targets by 2019 (Milestones year 1)

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans.			
Outcome	**Indicator 1.1 Proportion of target countries with laws and policies on VAWG/HP that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations**	**None**	**Achieved**
Outcome	**Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP that respond to the rights of all women and girls and are developed in a participatory manner are in place**	**National**	**Achieved**
		Sub-National	**NA**
Outcome	**Indicator 1.3 Laws and policies that guarantee the ability of women's rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda are in place**	**None**	**Achieved**
Output	Indicator 1.1.1 Number of new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards	None	Achieved

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
Output	Indicator 1.1.3 Proportion of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year	None	NA
Output	Indicator 1.1.4 Number of women's rights advocates with strengthened capacities to draft legislation and/or policies on ending VAWG and/or gender equality and non-discrimination, within the last year	None	Achieved
Output	Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year	Men	NA
		Women	NA
		Total	Achieved
Output	Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year	National	Achieved
		Sub-National	NA
Output	Indicator 1.2.2 Number of key government officials with strengthened capacities to draft and costed action plans on ending VAWG and accompanying M&E frameworks, within the last year.	Men	Achieved
		Women	NA
		Total	Achieved
Output	Indicator 1.2.3 Number of women's rights advocates with strengthened capacities to draft and costed action plans on ending VAWG and accompanying M&E frameworks	None	NA
Output	Indicator 1.3.2 Out of the total number of draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda, the number which have received significant inputs from women's rights advocates, within the last year.	None	NA
Output	Indicator 1.3.3 Number of key government officials with increased awareness of human rights standards and obligations and strengthened capacities to develop laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda, within the last year	Men	Achieved
		Women	NA
		Total	Achieved
Output	Indicator 1.3.4 Number of women human rights defenders with strengthened capacities to contribute to the development of laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda	None	Achieved
OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors			
Outcome	**Indicator 2.1 Functioning national and/or sub-national coordination and oversight mechanisms are in place at the highest level for addressing VAWG/HP that includes representation from marginalized groups**	**National**	**Achieved**
		Sub-National	**Achieved**
Outcome	**Indicator 2.3 Is VAWG/HP integrated into 6 other sectors development plans, in line with globally agreed standards? "Other Sectors": health, social services, education, justice, security, culture.**	**None**	**No data**
Output	Indicator 2.1.1 Number of government institutions, at the national or sub-national levels, that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination	National	Achieved
		Sub-National	No data

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
Output	Indicator 2.1.3 Number of strategies, new plans and programmes of other relevant sectors (health, social services, education, justice, security, culture) that integrate efforts to combat VAWG developed in line with international HR standards, within the last year.	None	No data
Output	Indicator 2.1.4 Proportion of other sectors' programmes and/or development plans at the national or subnational levels developed with significant inputs from women's rights advocates	None	No data
Output	Indicator 2.1.5 Percentage of targeted national and sub- national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards	None	Achieved
Output	Indicator 2.1.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year.	Men	NA
		Women	NA
		Total	NA
Output	Indicator 2.2.1 Proportion of supported multi- stakeholder VAWG coordination mechanisms established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	None	Achieved
Output	Indicator 2.2.3 Proportion of national and sub-national multi- stakeholder coordination mechanisms that are costed	None	Achieved
Output	Indicator 2.2.4 Number of meetings of national and/or sub-national multi-stakeholder coordination mechanisms, within the last year	None	NA
Output	Indicator 2.3.1 Number of current dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG, within the last year.	None	Not achieved
Output	Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender- responsive budgeting to end VAWG, within the last year	Men	NA
		Women	NA
		Total	NA
Output	Indicator 2.3.4 Number of women's rights advocates with greater knowledge and capacities on gender-responsive budgeting to end VAWG	None	NA
OUTCOME 3: Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices.			
Outcome	**Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner (to violence), by sex and age**	**None**	**No data**
		Wife beating/IPV	**Achieved**
Outcome	**Indicator 3.2a) Percentage of people who think it is justifiable to subject a woman or girl to FGM (in areas where FGM takes place). b) Percentage of people who think it is justifiable to subject a woman or girl child marriage**	**FGM**	**No data**
		Child Marriage	**Achieved**
Outcome	**Indicator 3.3 At least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner**	**None**	**Achieved**
Output	Indicator 3.1.1 Draft new and/or strengthened Comprehensive Sexuality Education in line with international standards	None	Achieved
Output		Girls and Boys	No data
		Girls	No data

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
	Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights,1within the last year.	Boys	No data
Output	Indicator 3.1.3 Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination, within the last year	National	Not achieved
		Sub-national	No data
Output	Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year	Boys	No data
		Girls	No data
		Women	No data
		Men	No data
		Total	No data
Output	Indicator 3.2.4 Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction	None	Achieved
Output	Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year.	None	No data
Output	Indicator 3.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting, within the last year	None	NA
Output	Indicator 3.3.3 Number of news and other media stories/reports that sensitively report on VAWG and GEWE more broadly, in the last year	None	NA
Output	Indicator 3.3.4 Number of journalists that have strengthened capacity to sensitively report on VAWG and GEWE more broadly	Men	Not achieved
		Women	Not achieved
		Total	Not achieved
Output	Indicator 3.3.5 Number of key informal decision-makers and decision-makers in relevant institutions that have strengthened awareness of and capacities to advocate for the implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights	Men	NA
		Women	NA
		Total	NA
OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible and quality essential services including for long term recovery from violence			
Outcome	**Indicator 4.1 Number of women including those facing intersecting and multiple forms of discrimination experiencing physical or sexual violence who seek help**	**Girls**	**Not achieved**
		Women	**Not achieved**
Outcome	**Indicator 4.2 a) Number of VAWG cases reported to the police, b) the proportions of cases reported to the police that are brought to court, c) proportions of cases reported to the police that resulted in convictions of perpetrators, all during a specific time period (e. g., past 12 months)**	**None**	**NA**

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
Outcome	**Indicator 4.3 A VAWG dedicated management information system (MIS) is in place at the national level which can measure the number of women/girl victims/survivors of violence that have received quality, essential, multi-sectoral services.**	**None**	**Achieved**
Output	Indicator 4.1.2 Number of women and girls with access to programmes developed to integrate VAWG response into SRH, education and migration services	Girls	NA
		Women	NA
Output	Indicator 4.1.3 Proportion of countries that have developed and/or strengthened national guidelines or protocols in line with the guidance and tools for essential services for women and girls subject to violence.	None	Achieved
Output	Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year	Men	NA
		Women	NA
		Total	NA
Output	Indicator 4.1.6 Number of government service providers who have increased knowledge and capacities to better integrate VAWG response into sexual and reproductive health, education and migration services, within the last year.	Men	NA
		Women	NA
		Total	NA
Output	Indicator 4.1.8 Number of local networks established among authorities and communities to prevent and respond to VAWG that include adequate representation of women and girls facing multiple and intersecting forms of discrimination, within the last year	None	NA
Output	Indicator 4.1.9. National guidelines or protocols for essential services that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination have been developed and/or strengthened	None	In progress
Output	Indicator 4.2.1 Number of women and girl survivors of violence that have increased a) knowledge of and b) access to quality essential services, within the last 12 months	Girls	Achieved
		Women	Achieved
Output	Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased a) knowledge of and b) access to accompaniment/support initiatives, including longer-term recovery services, within the last 12 months	Girls	NA
		Women	NA
OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.			
Outcome	**Indicator 5.2 Publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide at the country level**	**IPV**	**Achieved**
		FGM	**No data**
		Child Marriage	**Achieved**
		Femicide	**Achieved**
		Family Violence	**No data**
		Trafficking	**No data**
Outcome	**Indicator 5.3 National statistics related to VAWG/HP incidence and prevalence are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts**	**None**	**No data**

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
Output	Indicator 5.1.1 Number of National Statistical Offices that have developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG	None	Achieved
Output	Indicator 5.1.3 Number of National Statistical Officers who have enhanced capacities to produce data on the prevalence of VAWG/HP, and incidence where appropriate, within the last year	Men	NA
		Women	NA
		Total	NA
Output	Indicator 5.1.4 Number Government Personnel from different sectors, including service providers, with enhanced capacities to COLLECT prevalence and/or incidence data, including qualitative data on VAWG in line with international and regional standards	Men	NA
		Women	NA
		Total	NA
Output	Indicator 5.1.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, and qualitative data, on VAWG	None	NA
Output	Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months	None	NA
Output	Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	Men	NA
		Women	NA
		Total	NA
Output	Indicator 5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	None	NA
OUTCOME 6 - Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG			
Outcome	**Indicator 6.1 Number of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination/marginalization that have increased their coordinated efforts to jointly advocate for EVAWG**	**None**	**NA**
		Youth CSO	**No data**
		LNOB CSO	**No data**
Outcome	**Indicator 6.3 Proportion of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, report having greater influence and agency to work on EVAWG within the last 2 years**	**None**	**NA**
		Youth CSO	**No data**
		LNOB CSO	**No data**
Output	Indicator 6.1.1 Number of jointly agreed recommendations on ending VAWG produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination, within the last year	None	NA
Output	Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year.	Youth	NA
		LNOB	NA

Indicator level	Indicator # and name	Disaggregation	Progress against 2019 Milestone
Output	Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year	None	NA
Output	Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year	None	NA
Output	Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year.	None	NA

Proposed budget revision Honduras

January 2020

Puesta en marcha por la Unión Europea y las Naciones Unidas

Proposed budget revision
January 2020

SPOTLIGHT LAC BUDGET EXECUTION
NOVEMBER 2019

País	Net Funded Amount (US$)	Expenditure* (US$)	%	DELIVERY Proyectado a diciembre 2019 (US$)	%	Reprogramado a 2020 (no ejecutado 2019) (US$)
Argentina	2.793.238	493.925	17.7%	1.729.320	61.9%	1.063.918
El Salvador	3.368.651	844.023	25.1%	2.108.607	62.6%	1.260.044
Honduras	2.886.148	911.343	31.6%	2.182.009	75.6%	704.139
México	3.027.963	476.735	22.7%	1.913.398	62.8%	502.840
	9,189,852	1,814,683	19.7%	5,751,325	62.6%	2,826,802

* **Argentina:** Expenditure al 30 de septiembre de 2019, incluye compromisos.
**El Salvador:** Expenditure al 17 de septiembre 2019.
México: Los HQ de cada agencia reportan sólo el Expenditure en MPTF, datos a noviembre de 2019.

APPROVED 2019 BUDGET AND
BUDGET REVISION PROPOSAL FOR 2020

UNDG BUDGET CATEGORIES	PRESUPUESTO SPOTLIGHT			
	Monto Aprobado USD 2019-2020	Nuevo Monto Propuesto USD 2019-2020	DIFERENCIA	PORCENTAJE DE VARIACION
1. Staff and other personnel	378,943	378,943	- 0	0%
2. Supplies, Commodities, Materials	781,184	690,439	- 90,745	-12%
3. Equipment, Vehicles, and Furniture (including Depreciation)	212,064	226,264	14,200	7%
4. Contractual services	2,505,181	2,832,382	327,201	13%
5. Travel	337,034	414,210	77,176	23%
6. Transfers and Grants to Counterparts	2,217,794	1,916,574	- 301,220	-14%
7. General Operating and other Direct Costs	296,772	270,160	- 26,612	-9%
Total Direct Programme Costs	$6,728,972	$6,728,972		
8. Indirect Support Costs (7%)	471,028	471,028		
GRAND TOTAL Costs	$7,200,000	$7,200,000		

ANNEX 5. IMPLEMENTATION OF THE SPOTLIGHT PRINCIPLES IN THE SPOTLIGHT PROGRAMME IN HONDURAS

The graph below summarise the responses provided in the online survey to the question: Please express your agreement with the following statements on a scale of 1 to 5. Please provide details in the comment box. The interventions you support as part of the Spotlight Initiative...

hera
right to health & development

Spotlight
Initiative
To eliminate violence
against women and girls
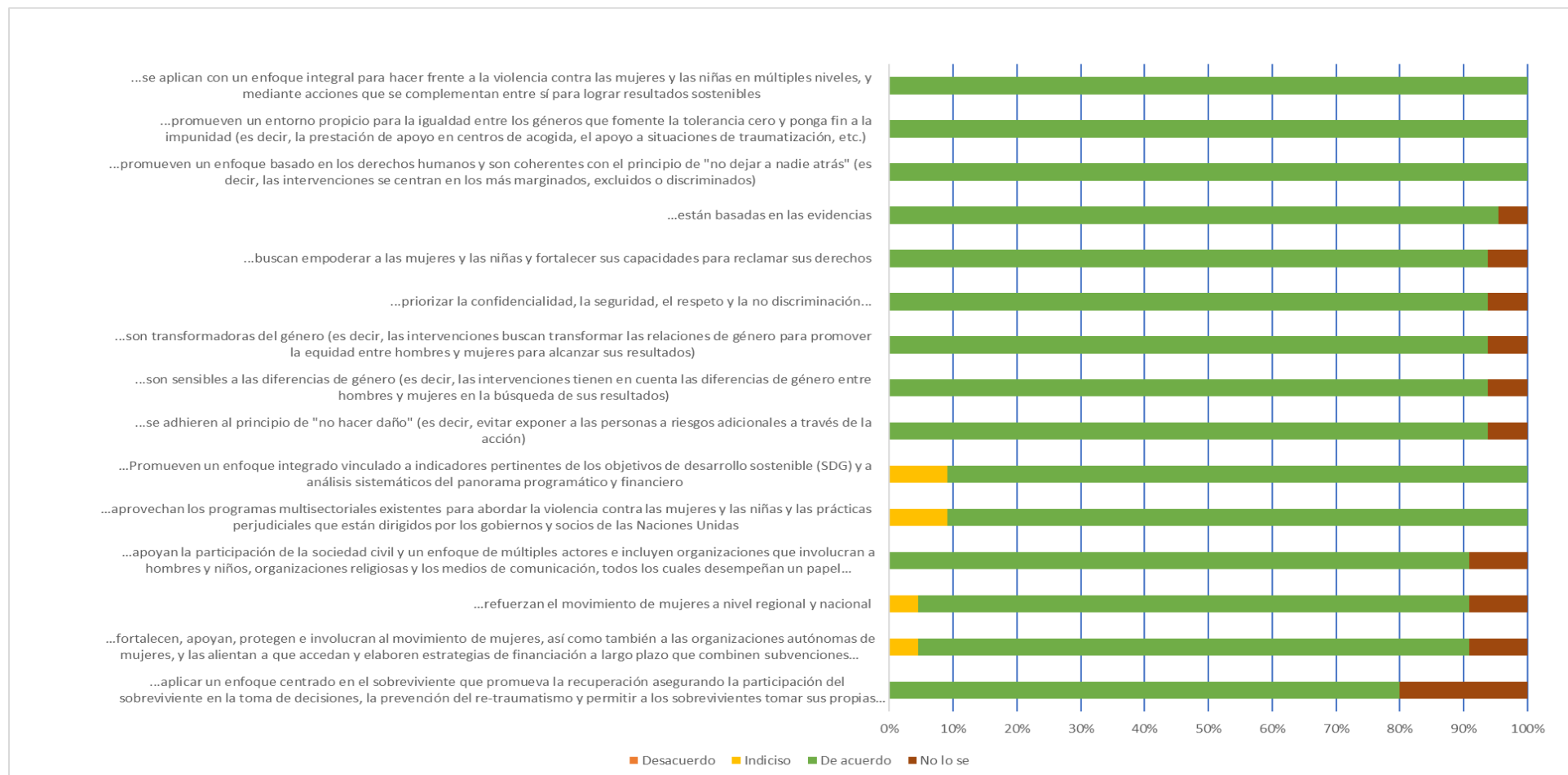
ANNEX 6. ACTIVITIES CARRIED OUT IN 2019.

Outcome 1: Legal and Policy Framework (Pillar 1), the advancement of working actions with the legislature represented a challenge to work on a cross-party agenda as envisaged. During 2019, the work of the legislature was suspended for prolonged periods as a form of protest by opposition parties in reaction to the institutional challenge represented by the taking office of the new electoral bodies and as a result of the political crisis in the face of the 2017 general election results. As a result, political parties and the National Congress focused their actions on political issues, and gender-based violence work became less important.

Despite these drawbacks, the Initiative achieved important entry points, it was integrated into the Inter-institutional Committee against Violent Deaths of Women and Femicide/Feminicide, which brings together various state institutions and is led by the Ministry of Human Rights and the National Institute for Women, CSOs and organisations from the women's movement working against VAWG. This made it possible to position the Spotlight Initiative to advise, support and strengthen the actions of the Commission in the fight against violent deaths and femicide/feminicide, and to build bridges to reconcile actions between government and civil society.

Outcome 2: Institutional Strengthening (Pillar 2), during 2019 activities focused on creating conditions for the development of processes oriented to this end, through the establishment of coordination and the creation of alliances with key actors such as the School of High Management of the Public Sector, the National Institute for Women, the National Police and the Association of Municipalities of Honduras (AMHON). Within this framework, training needs assessments were carried out, identifying ongoing actions that need to be reviewed and strengthened, such as in the case of gender-sensitive budgets and the development of institutional strategies and plans with a gender perspective.

Outcome 3: Prevention and Change of Norms (Pillar 3), as mentioned above, due to the context of political tensions in the health and education sectors, actions were reoriented towards the design of tools and elaboration of studies, design of training modules and training processes, as well as institutional strengthening, including at central and municipal levels to better address violence against women and girls, and work with CSOs and women's networks at municipal and community level.

Among the main products of the formulation of educational modules are those aimed at promoting the change of social norms, such as the university course on gender violence with the UNAH, which will have an impact on the training of students of all disciplines in the main university centres of the country and will contribute to efforts to reduce sexual violence in the university community. An educational kit on sexual violence was also designed for the "Better Families" programme in alliance with SEDIS, which on the one hand will allow reaching households in 185 municipalities in remote rural areas on this sensitive issue - exceeding the goal of the 5 municipalities of Spotlight - but, in addition, will complement the initiative of the programme "Adolescents who Dream. Families that Support" programme, which addresses sexual and reproductive rights to prevent adolescent pregnancy.

With regard to the formulation of materials aimed at comprehensive sexuality education that had been planned to be developed in coordination with the public sector, the process has stalled due to pressure from ultra-conservative religious groups that have demanded that the government revise the contents with which they disagree. However, during the year, agreements were reached with the authorities of the Ministry of Education to carry out this work in 2020 and to implement a guide for a comprehensive approach to sexual violence in education.

On the other hand, considering that the modelling of gender-based violence begins at an early age and is sustained throughout the life cycle, the Programme has developed its community strategies using a systemic

approach. To this end, it has focused on obtaining results oriented towards changing social norms that have an impact on three main sectors: first, work with educational sectors with primary regulators; second, work in the community with a diversity of actors; and third, work with influencers such as communicators, businesses and religious sectors. Thus, 173 educators were trained to work with primary and secondary school children on the prevention of sexual violence through the methodology "Ponle los Seis sentidos "3 and their work in the classroom has reached 88 educational centres and 818 children and adolescents.

In addition, the Programme Crearte - for Equality -4 was designed to develop competencies at the local level, and to work on changing social norms through art and technology by working together with the NGO Women in the Arts and municipalities.

On the other hand, in order to contribute to strengthening the capacities of organisations and municipal staff to build strategies aimed at changing social norms, a learning process was promoted in which 76 participants from partner organisations and municipal authorities received a diploma in Communication for Development from the Rafael Landívar University. This process also included the exchange of methodologies between all the aforementioned partners, achieving certification in "Champions for Change" (Plan International's methodology) for people from 25 civil society and grassroots organisations that support the empowerment of girls and adolescents and masculinities with adolescents.

These first training and institutional strengthening actions laid the foundations for the implementation of the first community strategies during the first year with four civil society partner organisations: Mujeres en las Artes (MUA), Cristo es la Roca, Movimiento de Mujeres de la Colonia López Arellano (MOMUCLA) and Plan International Honduras, achieving the participation of men and women, adolescents and children, authorities and educators, promoting reflection and learning to change social norms for equality and the prevention of violence.

In those communities defined as the most violent due to drug trafficking and gangs, where there is a high number of violent deaths of women, Spotlight Initiative has initiated a strategy with an epidemiological approach called interruption of homicides/femicide/feminicides and gender-based violence, with the partnership of Cure Violence Global (CVG), an organisation recognised for its ability to strengthen community-based leadership that saves lives. This process has required a methodological adaptation to better address gender-based violence, adolescent homicide and women's deaths, reaching 662 interruptions of violence in 6 months, safeguarding the lives of 133 women in two of the prioritised municipalities.

Outcome 4: Quality Services (Pillar 4), highlights the progress made so that the country has protocols and guidelines in accordance with international guidelines on quality services in comprehensive care for VAWG, through the preparation of two reports that identify challenges and proposals for change to improve the care of health services, justice and social services that serve women and girls who are survivors of gender-based violence (GBV). These reports, carried out in a participatory manner and with the input of key actors, are important to strengthen protocols for VAWG care from the perspective of comprehensiveness and quality of essential services.

Outcome 5: Data Management (Pillar 5), progress has been made in identifying potential partners for data management, including INAM and the Judiciary, in order to standardise and streamline the process of collecting information for decision-making on VAWG and for action in terms of prosecution and enforcement of penalties.

Outcome 6: Women's Movement (Pillar 6), the actions to strengthen civil society organisations and the women's movement included in this pillar have been strengthened through the creation of the NCSRG. In addition to face-to-face meetings, there is a WhatsApp and email group where there is a constant exchange of information on issues of common interest, exchange of information and consultations among all

participants. Likewise, the granting of resources through the UN Trust Fund and local funds has contributed to the strengthening of CSO actions aligned with the Programme's results. The partnership with OXFAM will also make it possible to reach smaller organisations that also ensure the inclusion of actions to address intersectional violence.