

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review **Projects and Programmes**
 Project title *Spotlight Initiative – Caribbean Regional Programme*
 Project reference
 EU Delegation in charge *Barbados and Eastern Caribbean*

Key information				
Domain (instrument)	Region: Caribbean			
DAC Sector	Human and Social Development: « Gender Equality »			
Zone Benefitting from the Action	Region			
Type of Project/Programme	Geographic			
Geographic Implementation	Regional			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	US\$9,552,830 (Phase 1)			
Project Implementation Dates	Start Date	24 July 2020	End Date	31 December 2022
ROM expert(s) name(s)	Claudia Nicholson (Regional Expert) and Clotilde Charlot (Regional Team Lead)			
Field phase	Start Date	June 3, 2022	End Date	July 15, 2022

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

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	2	0
Inter-governmental organisations	3	3
UN agencies	1	9
CSO reference group	2	1
Implementing partners	4	1
Final Beneficiaries	2	0
Other (RCO, PMU, former and current government department)	4	6

Key documents ¹	Number
Essential documents	11
Other documents	11

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

A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

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

The purpose of this mid-term assessment (MTA) is to assess the performance of the Caribbean Regional Programme in achieving its objectives and in implementing the new ways of working of the United Nations (UN) towards the achievement of the Sustainable Development Goals (SDGs). This MTA was conducted in the middle of implementing Phase I of the Caribbean Regional Programme, when it had just gained momentum.

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

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

In keeping with the ROM methodology, the following criteria are used for grading the questions:

Table 1. Grading reference table for criteria and monitoring questions

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

Context of the Caribbean Regional Spotlight Initiative

Guided by the principle of leaving no one behind and a human rights-based approach, the Spotlight Initiative, a global and multi-year partnership between the European Union and the United Nations, represents an unprecedented global effort to invest in gender equality and women’s empowerment as a precondition and driver to achieve the Sustainable Development Goals. Through this effort, the aim is to eliminate Violence Against Women and Girls (VAWG), the population most at risk of and disproportionately affected by all acts of Gender Based Violence (GBV). The Spotlight Initiative recognizes that, particularly, women and girls are exposed to intersecting forms of violence regardless of where they live and will base regional theories of change focused on thematic areas most relevant to each region, identifying the context-specific most prevalent forms of violence.

The Caribbean Regional Programme seeks to complement the Spotlight Country programmes that are

being implemented in six countries in the region (Belize, Grenada, Guyana, Haiti, Jamaica and Trinidad and Tobago) while benefitting both Spotlight, and non-Spotlight implementing Caribbean countries through the production of and access to regional public goods.

The thematic focus of the Spotlight Initiative in the Caribbean is the reduction in prevalence and incidence of family violence. A definition of family violence for the purpose of the Spotlight initiative in the Caribbean takes into account the reality of various family forms present in the Caribbean region and the broader context of unequal gender-power relations in which these various family forms are situated. Taking unequal gender-power relations into account, family violence will be viewed as gender-based with the most prevalent form of violence within the family being violence against women and girls².

In the Caribbean, “domestic and family violence is a complex concept as violence (physical, sexual, economical and emotional/psychological) might take place in formal and informal settings, as well as intimate relationships within different households. Family relationships may involve previous and current partners or siblings and half-siblings who do not live in the same household”. Women and girls living with disabilities, sex workers, migrants/refugees, indigenous communities and individuals identifying as LGBTQI, are increasingly at risk of experiencing GBV, and are often indirectly excluded from lifesaving service provision, leaving them even more vulnerable and unprotected.

For many women and girls, their home is a dangerous place. Women and girls are more likely to be the survivors of violence by someone they know intimately, be it a husband, a boyfriend, or a partner.

In Trinidad and Tobago for instance, forty three out of fifty-two women killed in 2017 were murdered because of domestic violence. Women in the region are often blamed for the abuse that they experience. They are believed to have incited the violent behaviour either for being disobedient to their man or for challenging him about money or other women. Going out without their partner’s permission or refusing to have sex are also behaviours associated with women being abused by their male partners.

It is widely acknowledged that police statistics do not present the true picture as regards the incidence of GBV in the Caribbean, since many survivors prefer to not report the incidents to the police, because they are usually not believed, because police officers are friends with their abusers (and oftentimes the abusers themselves), because services do not adequately meet their needs. For many, reporting an incident may mean suffering increased violence. The culture of silence still persists and coupled with a general lack of a safe and ethical GBV information management system across sectors, represents a major challenge as under-reporting and inefficiencies in capturing reports of family violence make it impossible to estimate the incidence of family violence in the region.

Most countries in the Caribbean started enacting domestic violence legislation in the 1990s, spurred on by women’s rights activists and by their commitments under the Convention on the Elimination of All Forms of Discrimination (CEDAW). To date, all the countries in the region have dedicated domestic violence legislations, and a number of them have established family courts.

Despite the progress made by countries in the region to develop a legislative and normative framework to respond to and prevent family violence, there is a sense that the legislation has not delivered the protection promised. There has been no common nor a sustained monitoring framework across the region to track the efficacy of the legislation at national level and guide efforts in the search for institutional improvements across the justice sector. The Regional Spotlight Initiative is expected to

² Programme Document - Spotlight Initiative Caribbean Regional Programme

advance these issues.

While the focus of the Spotlight Regional Programme in the Caribbean is on women and girls, the improved capacities of regional and national institutions to implement laws and policies, collect and analyse data and engage in prevention programming are also meant to benefit men and boys some of whom also experience family violence and all of whom are affected by the damaging expectations and stereotypes around toxic masculinity.

The Caribbean Regional Programme

Four Recipient United Nations Organisations (RUNOs), UN Women, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) lead the implementation of the Caribbean Regional Programme. Three other UN agencies, the Pan American Health Organization (PAHO), the International Labour Organization (ILO), and the Economic Commission for Latin America and the Caribbean (ECLAC) play a partnership role.

Though the Caribbean Regional Spotlight Initiative started with the approval of the programme's document in July 2020, followed by the official virtual launch two months later in September 2020, its implementation began in earnest only in 2021, following the disbursement of the programme's funds in December 2020. This delay in the disbursement of the funds affected the staffing of key positions as well as the pace of implementation. The Programme Management Unit (PMU) established within the United Nations (UN) Resident Coordinator's Office (RCO) became fully operational only in April 2021.

As opposed to working with or within specific countries, the regional programme is being implemented at a regional level in collaboration with regional intergovernmental organisations such as Caribbean Community (CARICOM)³ and the Organisation of Eastern Caribbean States (OECS)⁴, Caribbean Disaster Emergency Management Agency (CDEMA) that coordinates emergency response and relief efforts for CARICOM countries, Institute for Gender Development Studies (IGDS) at the University of the West Indies (UWI), Caribbean Development Bank (CDB), and others.

The regional programme focuses on four of the six global Spotlight Initiative pillars:

- Pillar 2: Strengthening institutions
- Pillar 3: Prevention and education
- Pillar 5: Collection of comparable data
- Pillar 6: Strengthening the women's movement

Along with the RUNOs, the intergovernmental organisations and implementing regional organisations are establishing frameworks, tools and standards, as well as providing regional capacity development, to strengthen the ability of regional and national organisations to perform the required work within their jurisdiction in the elimination of VAWG. The Caribbean Regional Programme aims to ensure that, at

³ CARICOM is an intergovernmental grouping of 20 Caribbean countries (fifteen Member States and five Associate Members) that operates as a single market and single economy. Initially established in 1973, it currently stretches from the Bahamas in the north to Guyana and Suriname in the south and is home to close to sixteen million people. Member states are: Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Associate members are: Anguilla, Bermuda, British Virgin Islands, Cayman Islands, and Turks and Caicos Islands.

⁴ The OECS was first established in 1981 and is currently an intergovernmental grouping of eleven Eastern Caribbean countries (seven Member States and four Associate Members), that operates as a single market. Member states are: Antigua and Barbuda, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines. All OECS Member States are also CARICOM Member States. Associate members of the OECS are: Anguilla, British Virgin Islands, Guadeloupe, and Martinique.

national level, countries in the region will have access to regionally generated resources, knowledge, evidence and guidance on what works to improve access to quality and effective services and to support social norms change that is consistent with non-violence and gender equality.

While the programme document states that, implementation is expected to last a maximum of 29 months (July 24, 2020, to December 31, 2022), this was extended to December 2023 and processes are underway to formalise this. The programme will benefit 181,045 adolescent girls, women, men and boys, and 7,243,556 indirectly.⁵

In addition to the delays mentioned above, the regional programme was affected by the COVID-19 pandemic. The COVID-19 pandemic required governments and organisations to focus and attend to the health crisis. Political instability in Haiti and for a short stint in Guyana, as well as a host of other climate changer-related disasters in the region (a volcano in St. Vincent, the 2021 earthquake in Haiti and major hurricanes in Barbados and St. Vincent) also added to implementation challenges.

Methodological Approach

The MTA involved a combination of three methodological approaches: Qualitative data collection in the form of virtual key informant interviews (KII), an online survey and a document review.

A total of 20 stakeholders (seventeen females – 85 %; three males – 15 %) participated in the online survey. Of note, eleven stakeholders completed the entire survey, while nine surveys were partially completed. All 20 responses, where available, are used in the analysis.

Survey respondents were from various stakeholder groups: Government, UN agencies, Inter-governmental regional bodies, implementing partners (IPs), the Civil Society Regional Reference Group (CSRRG).

For the qualitative data collection, information was collected through virtual KII from several organisational settings:

- one intergovernmental agency
- one civil society organisation (CSO)
- RUNO
- the RCO
- the PMU
- the European Union Delegation (EUD) to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM
- the Civil Society Regional Reference Group (CSRRG)
- one academic institution
- one non-profit organisation
- consultants

Respondents were located in organisations across the Caribbean region including Barbados, Guyana, Trinidad, Saint Lucia, Trinidad and Tobago, and Antigua. A total of 17 respondents participated in the KIIs, consisting of twelve females (71%) and five males (29%) with multiple respondents participating in the sessions held with EU delegation to Barbados and Eastern Caribbean,, consultants, private entities, and UN organisations. The list of participants in KIIs is presented in Annex 2.

The desk review covered foundational and background programme documents, including activity

⁵ Spotlight Initiative – Caribbean Regional Programme. Regional Programme Document. July 2020. Page 3

reports, interim progress reports and annual reports as well as the budget and the M&E documents, among others.

Limitations to the data collection and Measures Taken:

- **Key Informant Interviews (KIIs)** – The sampling of the 31 key informants (Kis) identified for the MTA was completed prior to the launch of the consultancy. Together with the PMU, 22 Kis were selected from the list of 31 for the interviews. The mobilisation of the Kis for the interviews was time consuming and at times challenging. Some were sent multiple reminders before responding, while others did not reply at all despite introductory letters from the RCO and supportive emails from the PMU. As a result, interviews were conducted with one intergovernmental agency, instead of three, and three Ips instead of the four that were planned. Only one RUNO was identified in the original sampling. Together with the PMU, the decision was made to conduct the interview with UN WOMEN, given their role in the programme. It is important to note that nine of the online surveys were completed by personnel from the remaining RUNOs, ensuring that their perspective on key issues was collected.
- Many of the key informants present at the time of the data collection for the MTA were only somewhat knowledgeable about the programme and few had been involved in the design phase as they began participating in the programme after it was launched. Nevertheless, the interviews completed with 18 KIIs provided information that reached saturation on the key elements of inquiry. This was supplemented with data from the online survey and the desk review.
Online Survey: The response to the online surveys was not sufficient for a robust mix-methods analysis. Moreover, more than half of the respondents were from the UN System (RUNOs, PMU and RCO), which may have skewed the results, and many did not complete the full survey.
- **Data Analysis:** Data Analysis: MTA Question 7 is rated as “unable to assess” since the data required to measure the achievement of results against the approved workplan were not available. Further some of the global performance monitoring indicators proposed to assess the results of the SI programmes at the country level were deemed inappropriate to track the performance of the regional programmes. New or revised indicators, more relevant to the reality of these programmes were adopted and these are not captured in SMART and sit in the Regional Monitoring and Results Framework. Because the programme was still in the middle of implementing many of the interventions it was difficult to assess results given the start date.

A. RELEVANCE

<p>1. Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies
<p>Programme Design</p> <p>As mentioned in Section A, the Caribbean Regional Spotlight Initiative complements the six national Spotlight Initiatives taking place in Guyana, Belize, Haiti, Trinidad and Tobago, Grenada and Jamaica.. It is designed to be implemented in collaboration with regional organisations such as the CARICOM Secretariat, CDB, CEDEMA, the OECS Commission and others. The regional Spotlight Initiative prioritises working with regional bodies, as opposed to working with or within specific countries in the region, with the intention that if capacity of regional institutions are strengthened, they will be in a better position to support the institutions in the individual countries.</p> <p>The thematic focus of the Caribbean Regional Programme is the reduction of family violence, which includes “physical, social, sexual, economic and psychological/emotional abuse and acts of aggression within relationships that are considered as family connections or akin to family” and recognizes that family violence is a form of gender-based violence (GBV) that disproportionately affects women and girls. The programme focuses on four of the six pillars of the Global Spotlight Initiative, as described below:</p> <p>Pillar 2 (Institutional Capacity Strengthening): Under Pillar 2, the Spotlight Initiative provides capacity building and strengthening of regional intergovernmental institutions so they in turn are better able to provide support to member states in the delivery of services to respond to family violence at the national level. Support is to be provided to CARICOM with their draft regional gender equality strategy in the thematic area of freedom from violence. Support is to be provided to the OECS in the implementation of its strategic plan on GBV. Along the same line, CARICOM is also being supported in leading the operationalization of the regional Essential Services Package Community of Practice (ESP CoP), as the first regional coordinating mechanism that includes national representatives of Gender Machineries alongside key regional institutions leading the sectors of health, social services, justice and policing, coordination, education and humanitarian action.</p> <p>Additionally, under this pillar, structured and periodic engagements are planned with key civil society organisations who traditionally work on family violence such as Caribbean Women’s Association (CARIWA), the Caribbean Network of Women Rural Producers, the Caribbean Domestic Workers Network, and the Caribbean Vulnerable Communities Coalition.</p> <p>These engagements are meant to facilitate knowledge sharing on good practices, progress, and shortfalls, with the expectation they will strengthen the mechanisms by which such organisations monitor and hold Caribbean nations accountable on VAWG legislations. The third and final planned intervention under this pillar is capacity building for parliamentarians in the region in the form of increased knowledge on gender-responsive legislations, policies, and gender-budgeting.</p> <p>Pillar 3 (Prevention): strengthening of regional capacity “to advocate for and deliver quality Comprehensive Sexuality Education for in and out-of-school in the Caribbean” by developing a Caribbean toolkit for delivering out-of-school comprehensive sexual education using international standards. Additionally, Pillar 3 activities provide support to regional institutions that work with national education</p>	

actors in generating standards that promote gender-responsive teaching and learning. One example is the planned establishment of the Observatory of Sexual and Reproductive Health and Rights which is a regional platform that aims to promote social monitoring towards the advancement of integrated GBV/SRHR in the region.

Pillar 5 (Data Collection and Research): Expanding the CARICOM regional pool of experts who are able to provide technical support to collect, analyse and disseminate prevalence and administrative data on VAWG, and its utilization for informing policy, programmes and services. Another key intervention under this pillar is the partnership between ECLAC and the Institute of Gender and Development Studies (IGDS), University of the West Indies (UWI), which is intended to strengthen governments' capacity to collect, analyse, use and report on data on indicators related to family violence within the ECLAC Gender Observatory.

Pillar 6 (Women's Movement and Civil Society Organisations): Under this pillar two categories of small grants are available to grassroots organisations directly working on family violence so that they can scale-up or create new interventions. The majority (60 per cent) is earmarked for OECS countries and Suriname, while 30 per cent is intended to be fast tracked for COVID-19 response. Assistance will be provided to organisations to apply for such grants, thus strengthening the business skills of these organisation in areas such as grant writing, project cycle management, monitoring and evaluation. This pillar will also allocate funds towards strengthening the regional feminist movement in areas such as advocacy, accountability and in establishing safe spaces for intergenerational dialogue.

Alignment to Spotlight Principles

Regarding alignment of the planned interventions with the Spotlight principles, the Regional Programme Document (RPD) and key informants indicate that for the most part this is the case. For instance, the RPD clearly states that the regional programme will use an "intersectionality approach and apply the principle of 'Leave No One Behind' of the 2030 Agenda". The activities under each pillar further indicate that they target the needs of marginalized and underserved populations, such as sexual orientation and gender identity (SOGI), persons with intellectual and physical disabilities, persons with HIV and other STIs, rural women and girls, and migrants.

As shown in Annex 3 of the report, among the 12 stakeholders who responded to the survey questions on whether the regional programme was aligned with the Spotlight Initiative principles, the vast majority either 'strongly agreed' or 'somewhat agreed' that the interventions they support as part of the Regional Spotlight Initiative were aligned with the Spotlight principles. The principle for which strong agreement (i.e., response was 'strongly agreed') was the highest was "follow the principle of do no harm" at 83.3 per cent, while the lowest (41.7 per cent) were related to whether the interventions "strengthen, support, protect and engage the women's movement" and "support civil society engagement and a multi-stakeholder approach". Eight of the twelve respondents (66.7 per cent) strongly agreed that the regional initiative applied a human rights approach of "leaving no one behind" and another three (25 per cent) of them "somewhat agreed" to this.

When asked specifically about the extent marginalized groups benefit from the regional programme, of the 15 respondents, only one responded said "not at all", while the large majority (12) said it was to a moderate (6) or considerable (6) degree.

While some of the KIs that were interviewed were unable to comment on alignment with the Spotlight Initiative principles, many spoke to the principle of "leaving no one behind", expressing concerns about marginalised groups that are seemingly left behind. People with disabilities, indigenous population, refugees/migrants, and men and boys were identified as groups being left behind under the regional

programme. As an example, one key informant stated:

“... I don’t think people living with disabilities are as much to the table as they should be. I don’t think that all of our initiatives are really taking into consideration what some of their concerns are really going to be around. And as a result, they’re not taking into consideration what their concerns would be around response and prevention. But I do think that the LGBTQ+ community is being integrated. I think even more can be done to integrate migrant communities.” [Key Informant Interview]]

While the general opinion of key informants highlighted that more can be done to include vulnerable populations, it should also be acknowledged that some grantees of the Initiative are focusing on vulnerable people such as people with disabilities and LGBTQI+.

Also, while the focus of the Spotlight Initiative is on women and girls, the programme aims to benefit men and boys some who also experience family violence and all of whom are affected by harmful stereotypes around toxic masculinity⁶ through whole education approaches, teacher trainings communication campaigns and parenting programmes. However, according to the key informants, men and boys continue to be not effectively engaged in programming. One key informant mentioned that:

“Family violence is the main priority [the region identified for itself], and yet it’s almost always talked as one of violence against women. And as we know, the region has a lot of problems with violence against boys and men to an extent as well.” [Key Informant Interview]]

Notably, on the subject of engagement with men and boys, in the regional programme the perception exists that males are not effectively engaged in programming. This has been identified in the RPD as a programmatic risk. The RPD also identified male marginalization (tendency by stakeholders and CSOs to highlight the marginalization of men and boys as a justification to focus on them for inclusion in a programme) as another programmatic risk, with several mitigating measures (see MTA question 6).

To address this, the programme also aims to benefit men and boys, some who also experience family violence and all of whom are affected by harmful stereotypes around masculinity. For example, whole of education approaches under the programme use the education sector as entry points for preventing violence against women and girls and sexual abuse and for socializing young people into gender equitable attitudes and behaviours. These approaches highlight the context within which male engagement work is focused, and the areas of work with men and boys used to address VAWG. More specifically, the teacher training about GBV, discussions about violence prevention, relationships, and life skills with students using curricula; reporting and accountability mechanisms; and community level awareness raising to cultivate supportive environments for individual change will benefit men and boys.

⁶ While there is no agreed definition of toxic masculinity, in this report it is understood as “a set of attitudes and ways of behaving stereotypically associated with or expected of men, regarded as having a negative impact on men and on society as a whole”

Key findings:

- The RPD clearly describes a programme that aligns with the Spotlight Initiative principles. The majority of survey respondents and key informants who were knowledgeable of the overall Spotlight Initiative programme also perceived this to be the case.
- Despite a strong emphasis on leaving no one behind in the programme documents, several key informants expressed concerns that some marginalised groups such as people with disabilities, indigenous population, and migrants, were perceived to be left behind, regardless of the emphasis of the programme's planned intervention on these groups.
- The lack of integration of the men and boys has been identified as a risk in the risk matrix and some interventions are aiming to benefit men and boys, for example through a whole of education approach, building an understanding and cultivating supportive environments for individual change which will benefit men and boys

Recommendations:

- Early on in Phase 2, the mitigating measures identified in the regional programme's risk matrix to address the perceived risks of marginalization of men and boys should be rolled out and given more visibility by the RUNOs. All ongoing interventions seeking to promote male engagement should also be given more visibility to address the current perception that they are not being engaged enough.
- Furthermore, to address the perception of male marginalization, more attention could be given to building an understanding of the root causes of GBV and family violence in the region. This research and subsequent awareness raising could help explain why the focus of this programme is on the most vulnerable and marginalised groups. Applying an intersectional lens to the different stakeholders in the region could help to understand why men and boys are potentially not among the most vulnerable groups, compared to other groups in the region.
- The RUNOs should also focus on identifying the right mechanisms to ensure that main marginalised groups such as people with living disabilities, indigenous population, and refugees/migrants perceived to be left behind are represented at the table.

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

Deliverables Alignment with UN Agencies’ Mandate and Priorities

As explained in Section A, there are four UN agencies that are signatories to the Regional Spotlight Initiative in the Caribbean: UN Women, UNDP, UNICEF and UNFPA. Another three UN agencies, PAHO, ILO, and ECLAC participate as associated agencies in implementing some activities. Table 2 below describes the mandate, technical expertise, and experiences of the four RUNOs in the region, highlighting their alignment with the responsibilities they assume in the implementation of the Caribbean Regional Spotlight Initiative.

Many informants shared the viewpoint that the RUNOs' attributes were suitably matched to their roles and expertise across the four pillars.

Table 2. Priorities and Expertise of the RUNOs

RUNOs	Expertise, Priorities and Responsibilities in the Regional Spotlight Initiative
UN Women	<p><u>Expertise and priorities in the region</u></p> <p>Un Women Supports efforts to promote women’s equal participation in all aspects of life. In the Caribbean, they are often the lead UN agency in the conduct of research and implementation of programmes on gender equity, including the elimination of violence against women and girls (VAWG). They support the strengthening of national gender bureaux, civil society organisations, the police, judiciary, and parliaments in the region in their work on gender issues. UN Women has also led in the collection and analysis of gender data including prevalence data on VAWG and data to measure the progress on SDG 5.</p> <p><u>Role and Responsibilities in the regional Spotlight Initiative Programme</u></p> <ul style="list-style-type: none"> Serves as the programme’s Technical Coherence Lead Responsible for Pillar 5 to strengthen data systems and Pillar 6 to support and strengthen the women and CSO movement. There are four key interventions planned under Pillar 5 and two interventions planned under Pillar 6. Provides additional support under Pillar 2 led by UNDP and Pillar 3 co-led by UNICEF and UNFPA.

UNDP	<p><u>Expertise and priorities in the region</u></p> <p>UNDP has a total of 221 staff members working in several countries across the Caribbean and has experience working with a broad range of stakeholders including intergovernmental organisations, CSOs, justice and law enforcement sectors. Their experience in the region includes gender mainstreaming, protocols and tools preparation, crime data collection and analysis, including specialised surveys on violence against women.</p> <p><u>Role and Responsibilities in the regional Spotlight Initiative Programme</u></p> <ul style="list-style-type: none"> Responsible for Pillar 2, institutional strengthening, with three key interventions: increase policy coordination across the region; set regional standards for monitoring the implementation of related laws and policies; and support the advancement of best practice models for prevention and response to family violence and establishment of tools for frontline workers. UNDP also supports UN Women under Pillar 5.
UNFPA	<p><u>Expertise and priorities in the region</u></p> <p>UNFPA is the Sexual and Reproductive Health (SRH) and Rights Agency and the global UN Agency lead for addressing Gender Based Violence (GBV) in development and humanitarian settings - leading the Global GBV Area of Responsibility under the Protection Cluster. UNFPA is the lead agency for comprehensive sexuality education (CSE) for in and out of school youth in the Caribbean UNFPA has regional experience working with men and boys on positive masculinities, with faith-based organizations, LGBTQI population, sex workers, persons with disabilities, at risk youth and elderly, all experiences essential for co-leading Pillar 3.</p> <p><u>Role and Responsibilities in the regional Spotlight Initiative Programme</u></p> <ul style="list-style-type: none"> UNFPA co-leads on Pillar 3 Supports Pillars 2 and 6
UNICEF	<p><u>Expertise and priorities in the region</u></p> <p>UNICEF’s mandate is to protect children's rights and ensure that their basic needs are met in a way that they can reach their full potential. UNICEF also focuses on: i) protecting children, especially the most vulnerable ones against all forms of violence and exploitation; ii) and promoting the equal rights of women and girls as well as their full participation in all walks of life. More recently, in the Caribbean UNICEF has been promoting intergenerational feminist dialogues.</p> <p><u>Role and Responsibilities in the regional Spotlight Initiative Programme</u></p> <ul style="list-style-type: none"> Co-leads on Pillar 3 Supports Pillar 2 and 6

Table 3 below further expands on the key activities by pillars and budgetary allocations by Pillar.

Table 3. Agreed Division of Labour for the Spotlight Initiative

Outcome / Pillar	Lead Agency or agencies	Focus of activities	Participating Agencies	Percentage of budget
2. Institutions	UNDP	<ul style="list-style-type: none"> Increase policy coordination to address family violence. Establish regional standards for monitoring the implementation of regional and national family violence laws and policies. Advance best practice models and 	UNFPA, PAHO, UNICEF, UN Women	27%

		tools for prevention and response to family violence such as the community of practice on secondary and tertiary prevention services through the Essential Services Package focusing on health, justice, policing, social services and education		
3. Prevention	UNFPA	<ul style="list-style-type: none"> • Support advocacy work for delivery of Comprehensive Sexuality Education for in and out-of-school youth. • Establish and operationalize the Caribbean Observatory on SRHR. Develop a plan for working with men and boys - positive parenting, positive masculinity and girls' empowerment • Advocacy strategies to challenge harmful social norms. • 	UN WOMEN	21%
	UNICEF			
5. Data	UN WOMEN	<ul style="list-style-type: none"> • Establish regionally protocols and standards for the collection, analysis, use, and reporting of administrative data on VAWG and family violence. • Expansion of the CARICOM regional pool of experts on collecting, analysing and using prevalence data on VAWG. • Strengthen capacity to collect, analyse, use and report on data on indicators related to family violence within the ECLAC Gender Observatory. • Conduct multi-country study on the economic costs of VAWG and family violence 	ILO, ECLAC, UNDP	24%
6. Women's Movement	UN WOMEN	<ul style="list-style-type: none"> • Provide two categories of small grants to women's rights groups and relevant CSOs • Strengthen the business capacity of advocacy groups and service providers 	UNFPA, UNICEF, ILO	28%

Programme Implementation and Alignment with the UN System Reform

According to the 2020 Annual Report, the Resident Coordinator (RC) is responsible for coordinating and ensuring that the Caribbean Regional Programme is delivered as 'One UN'. The PMU, which manages the day-to-day coordination, resides within the UN Resident Coordinator Office (RCO). UN Women has the role to ensure technical coherence with implementation (Technical Coherence Lead).

Eight out of ten respondents to the online survey said UN Women is the best entity for this role, given their mandate and technical capacity. However, one respondent opined that UNFPA would have been a better choice given the work they have also done in gender-based violence (GBV) in the region.

The RUNOs meet periodically almost monthly for joint meetings with the PMU to share their experiences and identify opportunities for synergies. In 2021 these meetings were complemented with quarterly Heads of Agencies and RC meetings.

Some KIs reported that it was too early to assess the collaborative effort among UN agencies, given that

implementation is just getting off the ground, while others reported that though efforts are seemingly made to implement as “One UN”, this does not always work well, given that the agencies have different internal processes. The feeling among KI participants is that the individual bureaucracy of each agency hampers a fully smooth and efficient process. Key informant after key informant mentioned that this difference becomes strikingly apparent with the different bureaucratic processes around procurement. One KI described the efforts of working as “One UN” as follows:

“I think the ambition is there. Colleagues speak across pillars and activity. So, colleagues working on a pillar speak across agencies. For example, UNICEF has been particularly excellent at ensuring that whenever they are doing any work, they involve the other agencies. UN Women and UNDP have also tried that to a great extent ... There is an attempt to increase efficiency, but sometimes our systems do not necessarily allow (effectiveness).” [Key Informant Interview]

The survey results showed mixed perception on the quality of collaboration between the RUNOs. Of the 15 respondents to this question at least 6.7 per cent said it was poor or fair, 33.3 per cent said it was good and 26.7 per cent said it was excellent. One of the reasons offered for the current system not working in practical terms is that each agency has different processes, for example in procurement.

“Each agency has different operational processes and streamlining processes is something that will only happen over time.” [Key Informant Interview]

Another reason proffered is the inadequacies in overall communication between RUNOs and other entities. Some KIs felt there could be improvement in this area.

“There needs to be better communication across the RUNOs and with the Steering Committees and other entities to ensure that existing mechanisms can deliver efficiently.” [Key Informant Interview]

“Sometimes collaborative and/or reporting lines may be unclear among regional Spotlight coordination, the Lead Technical Agency and the RCO.” [Key Informant Interview] -

Key findings:

- The RPD clearly demonstrates that each lead RUNO had the requisite expertise, experience, and priorities to deliver on their Pillar(s). For the most part, KIs also agreed that this was the case.
- Programme management structures are in place to deliver the programme as “One UN”. However, key informants expressed a need for better harmonization of the various internal processes and improved communication to facilitate a much more effective process among the RUNOs.

Recommendations:

- Going forward, the RUNOs and the programme coordination team should build on the existing mechanisms to improve on the flow of communication between the PMU and the RUNOs, the RUNOs themselves, and the RUNOs and the partners (IPs, the CSRRG and grantees). This could involve establishing clear reporting lines among the different stakeholders and sharing these with all the parties involved, including implementing partners.
- In preparation for Phase 2, the RC, the PMU and the RUNOs should review and identify concrete modalities and corrective strategies to address some of the most critical deviations and ensure better alignment of the programme with the one UN guidelines. While it may not be feasible to change operational and procurement processes across RUNOs, finding opportunities for alignment and streamlining should be explored.

<p>3. Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Stakeholders’ Involvement in the Programme’s Design

The RPD notes that consultations were held with various stakeholders during the design stage, and it also documents the key recommendations coming out of these consultations. Programme development consultations were held with several regional institutions, intergovernmental organisations, civil society organisations, UN agencies, the EUD, and CSOs.

Regional institutions and intergovernmental organisations that were consulted for the draft Programme Document are: CARICOM Secretariat, OECS, Caribbean Examination Council (CXC), CDB, Judicial Education Institute (JEI), and IDGS at UWI. Also included in programme development consultations were over 20 civil society organisations, regional and national, and labour-related regional umbrella organisations (Caribbean Congress of Labour and Caribbean Employers Federation).

During this process, stakeholders identified gaps and opportunities and areas for strategic focus and agreed on the regional priorities. A number of these organisations are directly involved with the implementation phase of the programme, as implementing partners and or grantees. For instance, representatives from CARICOM, OECS, CDB and IDGS and the CSRRG sit on the Regional Steering Committee (RSC) and on the Regional Technical Advisory Group (TAG) and help guide implementation. IDGS UWI and regional civil society organisations such as the Caribbean Family Planning Affiliation (CFPA) and the Caribbean Male Network (CariMAN) are implementing partners.

The majority of the stakeholders that were interviewed, including those from the PMU, began their engagement with the Spotlight Initiative after the signing of the Spotlight Initiative Agreement in July 2020 and were not privy to what actually occurred during the design phase. Those who were able to report on the design phase of the project, all agreed that the three months given to finalise the Programme Document was not sufficient time to have thorough consultations with key stakeholders.

“It wasn’t sufficient time, if I say 2 to 3 months...I mean from design to completion [of the Programme Document].” [Key Informant Interview]

In fact, one point of contention was that the final version of the RPD was not shared with key organisations for comment.

“One of the big gaps that we had was that the final document was not shared with the regional organisations before it was finalized. It was supposed to be shared...The regional organizations were rightfully upset [Key Informant Interview]

KIs reported that the programme, as much as possible, utilized evidence from work on VAWG that were previously done in the region to inform the design, however, **some KIs from two different stakeholder groups felt** there was room for improvement in this area.

“There were complaints that UN did not consult enough with their local stakeholders. The UN just comes in and assumes that they know better, or the consultants that they will bring over know better...[they need to] listen to the local knowledge and expertise and what’s already has [been] developed that can be continued.” [Key Informant Interview]

Another KI gave the following examples where more consultations could have taken place:

“We develop a data observatory when one already exists. How are you going to connect them? Where is the sustainability in them Another, we're doing work with the LGBTQI+ community, but you're not actually looking at what has happened already regionally. And how do you really tie that work with the civil society organizations that are really driving the agenda in the region? Right. So, linking Pillars 3 and 6 and those things effectively could have been better.” [Key Informant Interview]

The online survey respondents confirmed the consultation efforts mentioned in the RPD. Most respondents reported that various stakeholders were engaged during the programme’s design (Annex 4).

Stakeholders’ involvement in implementation

With regards to stakeholders’ involvement with implementation and monitoring, at the time of the MTA, much of the implementation was just beginning due to the delays discussed in Section A. Most survey respondents said stakeholders are engaged in implementation and monitoring. Monitoring and reporting on progress in the SMART SYSTEM is an ongoing challenge for the programme’s M&E personnel as the system is seemingly built around the national programmes and does not align well with reporting required for regional programme (see also MTA question 5).

“The indicators are set at a global level and they are more reflective or designed for a country programme and that causes challenges for our regional programme monitoring. We suffer from two things: first, a lot of the times the advice given was to choose the one closest to or choose the one that can closely link to what you're doing... The second option is creating our own indicators, which are good for us but are not captured at a global level or in any reports. There was no choice in some cases but to create our own indicator because it just was not working for us.” [Key Informant Interview]

The result is that the evaluation of progress using data from the SMART system would always be incomplete and an inaccurate representation of implementation. It should also be noted that at the time of the MTA, recruitment was also underway for a consultant to collect baseline data to populate the M&E matrix and subsequently setting of targets. As will be discussed later in question 7 and 8, it therefore means reporting on progress in a quantitative manner is not possible at this time for several indicators.

Actions alignment to needs of target groups

Despite the challenges mentioned above regarding the planning of the programme, there was consensus among stakeholders that the interventions were needed in the region and that the focus would be on family violence. This focus is relevant within the context of the region, however, from the responses received by several key informants, it is unclear whether the stakeholders have a common understanding of family violence as “as gender-based violence within the context of families” with the most prevalent form of gender-based violence within the family being violence against women and girls. As several key informants referred to a too narrow focus on women and girls, it is apparent that the focus on women and girls within family violence by the Regional Programme is not sufficiently clear to all.

Furthermore, as mentioned in MTA Q 1, it is also important to note that some of the most vulnerable groups such as people with disabilities, migrants and refugees, sex workers and indigenous people are not sufficiently reached by the programme, which would indicate that the programme is not sufficiently targeting their needs.

Monitoring and feedback mechanism

KIs reported that there are relevant avenues for providing feedback and felt that their feedback sometimes influenced decision making. IP informants felt their relationship with the lead RUNOs was such that they could voice opinions and concerns and more often than not have them addressed. Many reported being part of monthly meetings where their input on issues were welcomed. This is in addition to participation on the Steering Committee, which guides implementation and has representatives from several stakeholder groups (Steering Committee discussed in Question 11).

“We are part of the monthly CSI flight. It is a structure that THE PMU has developed to facilitate conversations and feedback for the pilot that are happening in the Caribbean region. So we've been part of that. We've been part of ensuring that even when we were designing our own strategy, we were able to make presentations to the participants of this flight to ensure that, you know, we got feedback on the adjustments in our documents and that we provided feedback to their documents and the other pilots also.” [Key Informant Interview]

One implementation partner reported using surveys to receive feedback on their work under Pillar 3.

“We've established surveys to get feedback...I think it has really been a great way of ensuring that we had feedback from both ends (from our end, and that of UNICEF).” [Key Informant Interview]

Reportedly, there have been bottlenecks caused when feedback is not provided in a timely manner, seeing there are so many agencies and partners involved. This has led to one IP using a more targeted approach in providing and soliciting feedback, by only involving stakeholders who are close to the issue.

Key findings:

- There has been a large consultative process with key stakeholders in the region during the design phase. However, given the tight timeframe for the preparation of the programme document, concerns were raised about the thoroughness and depth of these consultations, which to some turned out to be more informative than consultative.
- All key informants agreed that the programme is relevant for the region, however, as several KIs expressed concern that the focus seems to be more narrowly on women and girls, it seems that not everyone has the same understanding of how family violence is framed within the programme.
- Relevant and appropriate feedback mechanisms, such as monthly meetings (as part of the CSI flight meetings), surveys and participation in steering committee meetings, exist and are considered useful by the implementation partners.

Recommendations:

- In preparation for Phase 2, the PCU and the RUNOs should make sure that the approach to engage stakeholders is strengthened and provides for a mechanism to transparently build their inputs into the decision making process regarding the programme's future priorities.
- The leadership of the programme (RC, PMU and the RUNOs) should build on the stakeholders' passion regarding the programme's intent and the way their inputs and contributions are used to encourage greater ownership. The existing feedback mechanisms are greatly appreciated but can still be further improved to ensure feedback is provided in a timely manner.

<p>4. Do all key stakeholders still demonstrate effective commitment (ownership) and deliver accordingly?</p>	<input checked="" type="checkbox"/> Very Good – Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Inter-Governmental Bodies

Key inter-governmental organisations participating in the Spotlight Initiative Regional Programme include CARICOM, OECS Commission, CDEMA, and CDB. During data collection the MTA team interviewed three representatives from CARICOM but was unable to secure interviews with representatives from the OECS and CDEMA as planned. As such the evidence from KIIs presented here reflects only that of CARICOM representatives. All three representatives directly or indirectly, expressed the organisation’s commitment to the Spotlight Initiative. In fact, the Spotlight Initiative appears to be the main gender programme of CARICOM in terms of budget.

Programme documents also validate CARICOM’s commitment, with the 2021 Annual Report documenting the active participation and engagement of the Deputy Secretary General (DSG) of CARICOM Secretariat in Regional Spotlight Initiative meetings and events. The former and current DSG have been fully engaged from the inception of the programme. The current DSG took up this position in November 2021 and reportedly by mid-December had already attended several all-stakeholder meetings. Further, CARICOM’s gender focal point is the co-chair of the Technical Advisory Committee. The remit of the focal point at CARICOM includes promoting gender equality, equity and women’s empowerment and to ensure that there’s gender mainstreaming in the policies, programmes and the activities and structures of CARICOM Member States. It also includes strengthening the national gender bureaus. It should be noted that in addition to CARICOM’s focal point, leadership has been shown across the Secretariat, for example within the Human Resource Development section on education and early childhood development.

The OECS is on the Steering Committee and in addition to their input on governance issues, they are engaged in activities related to several pillars. With impetus from the Spotlight Initiative, through support from UNICEF, the OECS Commission conducted a coherence mapping of their Gender Action Plan, Social Inclusion and Social Protection, and Education Strategies to ensure that there is general coherence in policies and strategies on gender equity and in the services and responses to VAWG in the sub-region. However, their Senior Gender Specialist has since left the organisation and was not yet replaced at the time of the MTA. The OECS has not been able to participate as frequently to the programme due to the lack of availability of key personnel and competing priorities.

CDB’s participation

CDB’s participation is also documented in the 2020 and 2012 Annual Reports. These reports relate the active engagement of CDB on the Steering Committee and other stakeholder meetings. CDB is also represented on the Community of Practice (CoP) on Essential Services Package (ESP). CDB does not receive any financing from the Spotlight Initiative but given its influence as an indigenous regional development financial institution they play an important role in the execution of the Spotlight Initiative, helping with buy-in from Borrowing Member States and for example ensuring consistency of the CDB’s Gender Equality Strategy with the Spotlight Initiative Interventions.

Civil Society Regional Reference Group

The permanent CSRRG was established in January 2021 with nine members from various countries in the

region plus a representative from each of the six national reference groups, for a total of 15 members. The group had its first meeting (virtually) in May 2021 and currently has monthly virtual meetings. However, not all members are active participants of these ongoing meetings and events. Two members of the CSRRG were interviewed for the MTA and both expressed the group's continued commitment to the Spotlight Initiative.

Challenges experienced by the group included a lack of clarity on their role in the beginning of the programme, lack of translation services to accommodate full participation of the lone non-English speaking member, and intermittent PMU representation and participation in their meetings, given that the group meets on Saturdays instead of a weekday. CSRRG KIs relayed that there is now a better understanding of their role and the group intends to build on this during their first in-person meeting, a July retreat for group members.

The 2021 Annual Report states that the CSRRG has been asked for strategic input and given meaningful opportunities for engagement with the implementation of the regional Spotlight Initiative across pillar activities, such as being involved with Pillar 3 interventions – Sexual and Reproductive Health and Rights Observatory; ESP CoP, which included mapping of integrated violence against women or violence against children services; and consultations on the Social Accountability Framework. While the CSRRG KIs felt their engagement in some activities would be better described as being informed, rather than having meaningful input, noting that the group was established post-design and implementation is yet to fully get off the ground.⁷ Notably, the Chair of the CSRRG sits on the Steering Committee and has equal power as any other member of this committee. Members of the CSRRG also sit on the Technical Advisory Committee, another opportunity for meaningful contribution to the implementation of the regional Spotlight Initiative.

In addition, all the CSRRG members were invited to the monthly CSI Flight (coordinating platform) meetings to contribute to advising on implementation of interventions including solutions to barriers to execution and acceleration of the programme. They were also asked if there were any thematic areas they would want to focus on during the convenings.

RUNOs

According to key informants, the four RUNOs all demonstrate strong commitment to the Regional Spotlight Initiative. In fact, some RUNOs increased their contribution to the Spotlight Initiative or advanced funds from other projects so that implementation would not halt during the delayed transfer of funds at the beginning of the project. The survey results also show the Head of Agencies are engaged in the programme, particularly as members of committees. When asked whether “The RUNOs head of agencies are effectively engaged and supporting the Spotlight Initiative in the region”, of the 12 respondents to this question, the vast majority said they ‘somewhat agree’ (41.7 per cent) or ‘strongly agree’ (33.3 per cent). No one ‘strongly disagreed’ or ‘somewhat disagreed’ with this statement. UN Women is the Technical Coherence Lead, but reportedly all RUNOs play an important part in the coordination and are all actively engaged in programme activities.

“All RUNOs play an important role in providing input into the overall coherence of the programme across pillars, in line with planned activities within the regional programme. All RUNOs coordinate technical assistance and capacity development to the programme and provide programme development. there is an important element of shared responsibilities amongst the RUNOs...” [Key

⁷ Though the CSRRG was not yet established, there was broad consultation with various CSOs in the region.

Informant Interview]

While there were delays in the initial issuance of funds that affected programme's implementation, these appear to be extraneous to the agencies' level of commitments, but instead are related to in-built bureaucracies at UN agencies and Intergovernmental agencies, as well as the political conditions, and socio-economic consequences from natural disasters and COVID-19 during the 2020 and 2021 period. These are further discussed in MTA question 6.

EU Delegation

The EU delegation is actively engaged with the Regional Spotlight Initiative, participating in key events such as the Signing Ceremony and the launch of the programme, the first Steering Committee meeting and consultative meetings during the project initiation phase. The EUD sits on the Steering Committee and regularly attends meetings. They provide both strategic and technical inputs towards the programme's implementation. In describing the input of the EUD, one KI said the following:

"They ask all the hard questions.... And when you give updates, they are really involved in giving ideas." [Key Informant Interview]

There is also ongoing bi-lateral engagement between the EU Head of Cooperation and the RC and between the Spotlight Programme Coordinator and the EU gender focal point. Through the EU gender focal point, contributions were made towards the formation of the SRHR Observatory and the ESP CoP.

Key findings:

- Key stakeholders consulted for the MTA⁸ all demonstrate a strong commitment to the Regional Spotlight Initiative by being active participants in its implementation, regularly participating in meetings and programme events. Implementation delays appear to be caused by in-built bureaucracies and extraneous political, environmental, and socio-economic factors.
- Not all members of the CSRRG were active at the time of the MTA. And while in the beginning, despite having a term of reference, the group was unclear about their role in the programme, there is now more clarity on their role according to the KIs.

Recommendations:

- During the development of Phase 2, building on the success of the July 2022 retreat, the PMU should continue to work to sustain the engagement of the CSRRG members, addressing their challenges as they arise, ensuring clarity about their role in the programme, clarifying communication processes and interactions with CSOs, eliciting their contributions, and harnessing the full potential of the wider membership.

⁸ Please note that OECS Commission, CDEMA, and CDB were not available to participate in the MTA.

<p>5. Is the programme Theory of Change well developed? Are the indicators to measure results well defined and relevant to measure the achievement of the objectives in line with the ToC?</p>	<input type="checkbox"/> Very Good – Good
	<input checked="" type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

The Programme’s Theory of Change

As first mentioned in Section A, the Caribbean Regional Spotlight Initiative focuses on four of the six global pillars. The RPD presents in narrative form, a separate Theory of Change (ToC) for each of the four outcomes, but no overarching ToC is presented. On review by the MTA team, each of the pillar-specific ToC, focuses on the activities, inputs, and outputs and what is expected to happen as a result (outcome). Importantly, none explains how and why these are expected to occur.

There is no agreement among KIs as to whether the ToC is useful and well defined; some think it is, while others think it is not. One viewpoint on the merits of the ToC was expressed as follows :

“Yeah, the logic isn't clearly defined, ... if the regional institutions do not have the robust human and financial capacity to continue...how will you achieve the outcome.” [Key Informant Interview]

Another KI viewpoint is that the ToC was not given enough time and consideration and the required support for delivering on the outputs. One example used to reinforce this point of view is the fact that CARICOM has only one person on the gender desk and it’s therefore unrealistic to expect delivery on the stated outputs with just one individual.

“I think we rushed through the theory of change. It could be a little bit more robust. And one of the key things is that without a genuine investment in the regional institutions themselves, right now, the CARICOM desk is one person. She cannot be responsible for delivering on a theory of change at the CARICOM level, at least without more support. And that kind of like strengthening CARICOM to better understand what the regional national machinery should look like so that she can actually deliver. Should have been a large part of the process.” [Key Informant Interview]

Other KIs expressed an opposing viewpoint and found the ToC to be useful, well-developed, and sufficiently ambitious.

“I would certainly say so [it was well-developed] because it brings all the tenants of trying to address gender-based violence, because, as you know, that it's multifaceted. So, you definitely have to address different aspects from institutions to social norms and stereotypes, because institutions provide an end kind of framework for deterrence, for response, for prevention. A society is where it all happens. So, it's the social norms. And all of that in between is the prevention. But also, you need to be able to measure around data. So, I think it's quite practical.” [Key Informant Interview]

Programme’s Results Indicators

An obvious critical gap is the lack of baseline data for many of the indicators with targets and milestones set to zero. All baseline indicators are also set at zero, even when that is not supposed to be the case. This gap is fully acknowledged by KIs. As a remedy the PMU has identified indicators for which a baseline must be determined and at the time of the MTA the hiring of a consultant to collect and populate them was nearing completion. The intention is to update the milestones and targets once this exercise is completed.

“The challenge is that there were some gaps within the framework which requires baseline survey to

be completed to fill those gaps. The recruitment process, is coming to an end and it should be completed by August.” [Key Informant Interview]

Another critical issue is the misalignment of the global indicators to the activities of the regional programme and the implications for measuring and reporting on progress of the Caribbean Regional programme using the central SMART platform. Many of the globally defined indicators align better with national programmes. As such it is not always possible to use the SMART data to accurately report on regional progress using the global indicators. In some cases, the region has developed its own indicators, edited existing ones, or chose the closest match. These indicators will be reported on separately, including in the annual reports.

Regionally created indicators or reworded indicators, however, are either not captured and or are not accurately captured in the SMART system, since the system does not allow for any edits of the global indicators or additions of new indicators. While having fixed global indicators is understood to allow for consistency and comparability in reporting on indicators across countries and regions, a significant proportion of results for the Caribbean Regional Programme are not being captured or accurately reported in the SMART system. For example, global 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” cannot be reported on by the Caribbean Regional Programme via SMART because the regional programme created a new indicator 2.1.5CR “Number of regional strategies developed that address the intersections between violence against women and violence against children” that more accurately aligns with the regional activities of Pillar 2 global indicator 3.2.6 was originally selected from the list of global indicators cannot be by the Caribbean Regional Programme however, after an analysis of indicators it was agreed that a slightly rewording of indicator 3.2.2 more accurately aligned with the regional activities of Pillar 3. Similarly, global indicator 2.1.1 is a mismatch with the associated activity in the Caribbean region, but since the SMART platform does not allow edits, it is not apparent to users of the platform that the data actually captures something slightly different than what is intended by the global indicator. There are multiple such indicator mismatch problems under Pillars 2, 3 and 5. The global indicators for Pillars 6 appear to be less problematic, but as with the other pillars, almost all of the indicators under Pillar 6 are missing the required baseline data, milestones, and targets.

Key findings:

- While some key informants perceived the ToC as well-defined, many informants from different stakeholder groups did not. The process to define the ToC was apparently rushed and not enough consideration was given to the actual capacity of the main partners (in terms of human resources) to deliver on the expected outputs.
- At the time of the MTA, , the baseline values and therefore also milestones and indicators for some indicators in the M&E matrix were set at zero, which made assessing progress difficult. This issue is currently being addressed through the baseline study
- Critically, several global indicators available through the SMART platform are not suitable for monitoring the progress of a regional programme. While context-specific indicators can and were developed by the programme, these cannot be added in in the SMART platform. The achievements of the regional programme are therefore not always accurately measured by the SMART platform..

Recommendations:

- For Phase 2, it is also recommended that progress on the region-specific indicators is reported

on in the annual reports to make sure that the programme’s performance in achieving its outputs and outcomes is accurately captured and accounted for.

<p>6A. BEFORE COVID-19: Have all relevant circumstances and risks been taken into account to update the intervention logic? If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?</p> <p>6B. AFTER COVID-19: What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?</p>	<input type="checkbox"/> Very Good – Good
	<input checked="" type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Non COVID-19 Delays

The Caribbean Regional Programme started in the second half of 2020, after COVID-19 was declared a pandemic, and therefore had no distinct before and after COVID periods. However, there were several delays not related to COVID-19 that affected implementation. As discussed in detail in Section A, the first transfer of funding took place only in December of 2020 which effectively put a pause on the signing of agreements and delivery of the programme by the RUNOs. Additionally, there was a delay in the recruitment of the Programme Coordinator and establishment of the PMU which further affected the early stages of the Programme. Some RUNOs increased their contributions and/or borrowed from other projects to avoid extended implementation disruptions. For example, the additional contribution made by one of the RUNOs was utilized for activities on coherence mapping with the CARICOM Secretariat (Pillar 2) and on data management (Pillar 5).

Third, the natural pace at which formal agreements are finalized, given the heavy bureaucratic processes in both the UN agencies and the intergovernmental agencies, added to the delays in getting the programme off the ground. Fortunately, those delays did not result in any changes to the logic model as the programme’s objectives, scope of work and expected results remained the same.

In order to jump-start the programme’s implementation, an acceleration plan in the form of a Rapid Results Approach (RRA) has been piloted during the first quarter of 2022. Stakeholders identified targets that could be accelerated and using a multi-stakeholder co-ordinated effort, explored ways to improve on their delivery. As part of the effort, a series of sessions called ‘CSI Flights’ are held every six to eight weeks and have morphed into a coordination platform and intranet. While this approach has merits, the focus appears to be on process and the documents reviewed by the MTA have not shown concrete evidence that this has led to delivery in terms of outputs. In fact, a number of KIs lamented on the number of ‘Flights’ meetings that focused on processes, as opposed to focusing on deliverables.

“I cannot believe that we have been talking about UN agencies, relationships and procedures for the whole duration of the meeting. And where is the purpose of this programme? [Key Informant Interview]”

However, it can be argued that processes need to be in place before the programme can focus on output delivery and it would be important to assess further in the course of the programme of the CSI Flights help to accelerate the delivery of outputs.

COVID-19 Delays

The ongoing COVID-19 pandemic affected implementation as resources, human and financial, were

focused on mitigating the impact on COVID-19. Implementation of interventions in the education sector (Pillars 2 and 3) were most affected by COVID-19 due to school closures and the move to digital learning. Other activities that required in-person contact were postponed until 2022. Several corrective measures were instituted. For example, some travel budgets were used to facilitate virtual activities. A programmatic and budgetary review was done in part to accelerate implementation and to consider the ongoing impact of the COVID-19 pandemic. Consequently, CARICOM Secretariat and the OECS Commission received additional support to integrate the prevention, protection, and essential services responses within the regional COVID-19 response plans.

Working with CDEMA, guidelines on the integration of VAWG and family violence in Disaster Risk Reduction and Mitigation (DRR/M) in the Caribbean including COVID-19 response were developed. And, under Pillar 6, 30 per cent of the small grants that are available to grassroots organisations directly working on family violence were to be fast tracked for COVID-19 response.

Risk Management

The risk management register of the regional programme, last updated in March 2022, examined four types of risks: contextual, programmatic, institutional, and fiduciary. At least one mitigating measure is proposed for each risk. The risk of delays in recruitment and contracting seems to have been unavoidable.

Interestingly, two programmatic risks related to male marginalization perception that were identified in the risk matrix (discussed in Question 1) continue to be perpetuated by different stakeholders.

Key findings:

- The Caribbean Regional Programme started in July 2020, months after COVID-19 was declared a pandemic. Hence, the programme did not go through the “before and after COVID-19” transition that the other country programmes in the region experienced.
- According to the KIIs, the non-pandemic related delays that affected the start and the timeline to complete some of the programme’s basic activities resulted for the most part from the bureaucratic hurdles characteristic of all the key organisations and institutions responsible for rolling out the programme.
- While the “Flights” approach adopted as part of the efforts to accelerate implementation has merits, namely strengthening communications and collaboration across multiple partners and groups, the focus appears to be primarily on process and the documents reviewed by the MTA have not shown concrete evidence that it has led to enhanced delivery or more significant progress towards the achievement of outputs.
- The risk management register of the regional programme, updated once in March 2022, examined four types of risks: contextual, programmatic, institutional, and fiduciary. At least one mitigating measure is proposed for each risk. The risk of delays in recruitment and contracting seems to have been unavoidable.

Recommendations:

- Building on the lessons of the first RRA experiment as part of the efforts to accelerate the pace of implementation, the PCU should plan other RRA cycles (the periods of three or months or less over which the RRA improvements are usually implemented) with greater emphasis on achieving tangible results at the programmatic level. The new cycles should be refined based on the lessons learned from the previous experiments in terms of what worked and what needs to

be enhanced.

- Early on in Phase 2, the mitigating measures identified in the regional programme’s risk matrix to address the perceived risks of marginalization of men and boys should be rolled out by the RUNOs.

B. EFFECTIVENESS

<p>7. To what extent has progress towards output targets been achieved? Is the quality of the outputs satisfactory?</p>	<input checked="" type="checkbox"/> Unable to assess <input type="checkbox"/> Problems <input type="checkbox"/> Serious deficiencies
<p>Achievement of results against the approved workplan</p> <p>As mentioned under MTA question 5, the regional programme has had difficulties using the global indicators and SMART platform to measure progress against the output targets. Also, there were gaps in the baseline collected at the time of the MTA, so many of the indicators identified by the PMU, either through adapting existing indicators or defining new indicators for the programme, did not have milestones set for 2021.</p> <p>The evaluation team reviewed the monitoring and evaluation data obtained from the Spotlight Secretariat in April 2022 as reported through the SMART platform, however, concluded that the few data points reported on were not reliable enough to be used for the MTA.</p> <p>KIs also consistently reported that they were unable to discuss progress, as Year 1 was mostly spent laying the foundation for the various interventions, which included setting up the PMU, the CSRSG, establishing the governance structures, preparing and signing of agreements, hiring of consultants, preparing work plans, and so on.</p>	
<p>Key findings:</p> <ul style="list-style-type: none"> • The Caribbean Regional Programme is facing significant challenges to track and report on the results of its interventions using the current SMART platform data. The data captured thus far in the platform does not allow for a meaningful analysis of the progress made toward the expected outputs and outcomes to date. This explains the reason why the MTA is rating this question as “unable to assess.” • New or revised indicators, more relevant to the reality of the Caribbean Regional Programme have been adopted. Baseline data is currently being collected for these indicators. <p>Recommendations:</p> <ul style="list-style-type: none"> • In Phase 2, the Spotlight Secretariat needs to revisit the use and usefulness of the SMART system for the monitoring and evaluation of the regional Spotlight programmes, possibly allowing for more flexibility in capturing progress on region-specific indicators given their contextual nature. • Upon completing the collection of the baseline data, the PMU should set realistic milestones and outputs for all indicators. The region- specific indicators should be monitored using their own system, given that these cannot be monitored or documented using the SMART system. 	

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

Progress against the approved workplan by outcome area

In general, as discussed in Question 6, there were several programmatic obstacles and delays which have affected the achievement of results across the four pillars, at the time of the MTA.

Table 4 below presents a summary of the key achievements and obstacles per pillar up to December 31, 2021.

Table 4. Key achievements and obstacles per Pillar

Pillars	Key achievements in Phase I	Issues arising / obstacles to address in Phase II
Outcome 1	Not Applicable	
Outcome 2	<ul style="list-style-type: none"> Developed the first ever Caribbean guidelines on the integration of VAWG and FV in Disaster Risk Reduction and Mitigation, including COVID-19 response. Created an Essential Services Package Community of Practice as a new regional inter-agency and multi-sectoral cooperation mechanism. Ongoing strengthening of the capacities of Gender Bureaux in six Caribbean Countries in Gender, Women’s Economic Empowerment and VAWG/FV. Assessment finalized on the gaps in coordination between justice and policing departments regarding the processes of VAWG/FV cases and identifying ways on improving the delivery of efficient response services and prevent revictimization. Validation was also conducted in collaboration with the Crime and Security Department at CARICOM reaching multiple stakeholders across the Caribbean working in health, police and justice, social services, and others. Completed a review of the CARICOM Gender Equality Strategy and OECS Gender Action Plan towards reflecting adolescent girls within the regional policy commitments on Gender Equality. Gender mainstreaming of key OECS strategies and policy positions across three sectors –Gender Bureau, Child Protection Systems and Education. Ongoing operational research to build the evidence that will identify the essential services and standards to be provided by the education sector for women and girls experiencing violence. Conducted a critical analysis on linking VAW and child protective services based on the mapping and systemization of experiences in the region to support an evidenced based guidelines in the promotion of 	<p>The COVID -19 pandemic resulted in the redirection of resources by governments and organisations resulting in a delay of many of the planned activities.</p> <p>Lack of qualified interdisciplinary experts that can address VAWG/FV issues in the Caribbean. For example, police and justice and VAWG/FV, which has contributed to the delays in starting activities related to police and justice.</p> <p>Intergovernmental institutions such as CARICOM and CDEMA continue to be overwhelmed not only because of COVID but also due to lack of the number of available personnel.</p> <p>According to the 2021 Annual Report, cases of sexual exploitation and abuse involving implementation partners in a programme country impacted the implementation of the regional programme.</p>

	<p>integrated services.</p> <ul style="list-style-type: none"> • Drafted a manual on gender responsive budgeting, following an extensive desk review and internal consultations on the regional approach to gender budgeting and gaps within GBV policies and programming. Data collection is in progress in the region using templates developed for this process. 	
Outcome 3	<ul style="list-style-type: none"> • Launching of the Caribbean Observatory on Sexual and Reproductive Health and Rights (SRHR). • A formative assessment of Comprehensive Sexuality Education within the HFLE curriculum in schools in the Caribbean was completed and is being used to formulate policies and programmes including school curriculum. • Developed standardised M&E guidelines and tools to assess the impact of Comprehensive Sexual Education • A consultant was recruited to support the development of guidelines to address family violence prevention in early childhood development programmes in the Caribbean region. • Developed a Caribbean toolkit, using international guidance, on out-of-school Comprehensive Sexuality Education and provided training on its usage. • Ongoing assessment of the role of the media content in reinforcing harmful gender norms and its linkages to VAWG led by the Geena Davis Institute on Gender in Media, will serve as a benchmark study and drive gender responsive media content across the region. • Drafted a Social and Behaviour Change Communication Strategy and Campaign to address VAWG in the Caribbean, led by PCI Media. • Convened girl-led organizations to focus on the rights and role of adolescent girls in shaping a future free of violence. Ongoing work to support adolescent girl's empowerment as a key VAWG prevention strategy. 	<p>Specific to this outcome, the closure of schools due to the COVID-19 pandemic has affected implementation because of the low levels of access to internet and digital devices required to maintain the online learning that many schools were forced to adopt.</p> <p>The 2021 annual report refers to a lack of capacity of contracted CSOs to support SRHR interventions which are modelled from international best practices.</p>
Outcome 4	Not Applicable	
Outcome 5	<ul style="list-style-type: none"> • Conducted a rapid assessment of the regional health sector capacity for effective response to family violence. • Ongoing development of a Caribbean Model of Cultural and Behavioural Change, led by IGDS UWI, and working closely with the Caribbean Male Network and the Caribbean Alliance of National Psychological Associations. • Ongoing IGDS UWI led research on child marriages and early unions in the Caribbean. . So far, three major sets of data across the six- country scope of the project completed, resulting in 60 KAP surveys and 48 Life History Interviews. A partner mapping was also completed to understand who is currently working on CMEU to strengthen a pan-Caribbean movement to end CMEU. • Ongoing development of a standardised model KAP tool on social/gender norms and VAWG that will enable the 	<p>Delays in the processing of funds from the Spotlight Initiative to the RUNOs was one of the challenges affecting some of the interventions under outcome 5.</p>

	<p>formulation of evidence-based programmes aimed at changing social norms to scale-up prevention.</p> <ul style="list-style-type: none"> Ongoing regional study on the economic costs of gender violence and sexual harassment in targeted sectors, which at the same time is building regional capacity by including five junior regional researchers. 	
Outcome 6	<ul style="list-style-type: none"> Developed regional guidance for social accountability with the participation of CSOs working on accountability mechanisms and the CSRRG. Provided small grants to nine CSOs to build the business capacity of emerging women’s rights organisations to provide FV or VAWG services or to conduct FV advocacy work. Developed materials for capacity building of CSOs to support sustainability of gender and women’s rights organisations in the region. 	There were bureaucratic process delays in providing the grants to the selected CSOs.

Progress Towards Achieving Expected Results

As can be seen in the table below, and in line with key informants’ assessment, most progress was made under Outcome 3, followed by Outcome 2. The regional programme is unlikely to meet some of its goals for Phase 1 given the delayed start and challenges discussed in question 6. So far, all indications from KIIs and annual reports is that the implementation and even the acceleration efforts have been primarily focused on process and requires a fundamental shift and attention to results. However, as mechanisms have been put in place to address these deficiencies, the MTA team believes that progress is likely to pick up towards the end of Phase 1.

Table 5. Implementation Progress

Caribbean Regional Programme: Implementation Progress by Outcome Area Against Total Budget	
Outcome Areas	Implementation Progress
Outcome 2: Institutions	15%
Outcome 3: Prevention and Norm Change	47%
Outcome 5: Data Collection and Research	11%
Outcome 6: Women's Movement	5%
TOTAL*	18%
* Expenditures + Commitments / Phase 1 Budget (Excludes Direct Management Costs)	
Source: Caribbean Regional Programme. Annual Report 2021	

Key findings:

- As discussed in other parts of the report, there were several programmatic obstacles which affected the start of the programme’s activities and the pace of implementation hindering progress towards the expected results across the four pillars. So far, all the indications point to the fact that the implementation is still focused on process, whereas the work on meeting the programmatic targets has not begun in earnest.
- Overall, the programme is unlikely to meet its goals for Phase 1. The activities and tasks completed at the time of MTA, and as described in the Annual Reports, do not reflect significant progress towards the deliverables expected in the work plan. As explained in MTA Question 7,

in the absence of baseline and milestones, it is difficult to precisely gauge progress. As illustrated in the above table, to date, the programme’s implementation has made the most progress under Pillar 3 and to a lesser extent Pillar 2, while Pillars 5 and 6 are seriously lagging behind.

Recommendations:

- In line with the recommendation made under Question 6 and building on the experience of the first RRA experiment as part of the efforts to accelerate the pace of implementation, the PCU should consider planning other sessions more focused on achieving tangible results at the programmatic level. These sessions should be refined based on the lessons learned from the previous experiment in terms of what worked and what needs to be improved.
- The PMU and the RUNOs should take a closer look at the performance of the intergovernmental agencies, the CARICOM Secretariat in particular, and figure out ways to provide them with more targeted support to strengthen their implementation capacity and accelerating the delivery of their activities.

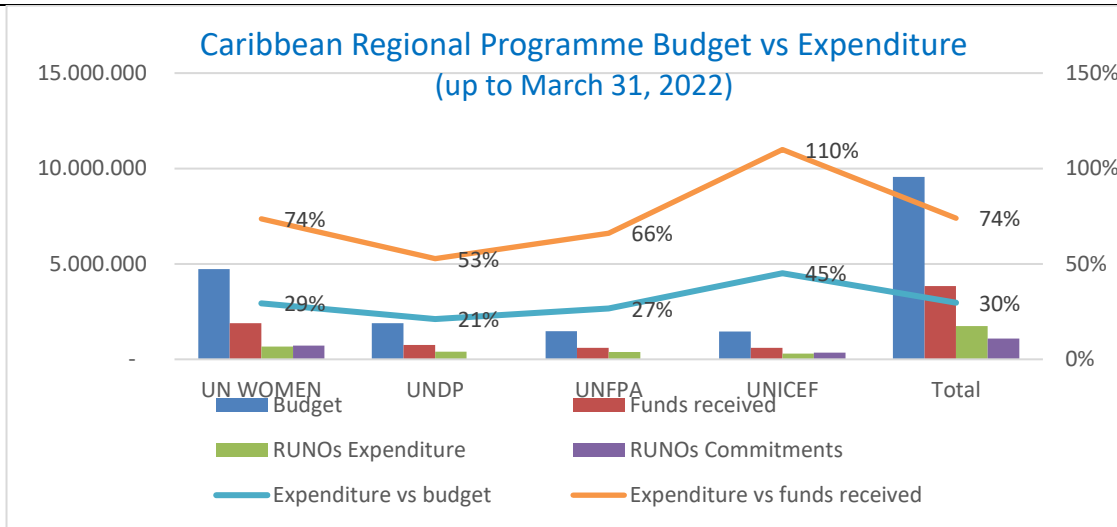
<p>9A. Do the government, implementing partners or RUNOs have sufficient capacity (financial, human resources, institutional) to ensure that implementation is going according to plan?</p> <p>9B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting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

The present analysis is based on financial information extracted from the MPTF Gateway⁹ and covering the period from July 2020 up to March 31, 2022. The budget delivery (expenditure and commitments) for the period stands at 30% for the four RUNOs involved in the programme’s implementation (see Figure 1 below). Among the RUNOs, UNICEF shows the highest combined expenditure/commitment rate at 45%, while UNDP registers the lowest one at 21%. Worth noting here that, as outlined in MTA Question 8, the interventions related to prevention funded under Pillar 3 co-led by UNICEF and UNFPA have been the best performing ones to date, while some interventions under Pillar 2 on institutional strengthening, especially the ones focusing on police coordination under UNDP’s lead, have been lagging behind.

Figure 1. Budget vs Expenditure (July 2020 to March 31, 2022)

⁹ The United Nations Multi-Partner Trust Fund (MPTF) Office



Absorption Capacity and Other Obstacles Limiting Programme Implementation

Inter-Governmental and Regional Agencies

As of the time of this report, the programme had formalized its partnerships with three regional institutions, CARICOM, CDEMA and UWI, through half a dozen contribution agreements. Three of these agreements have been signed with the CARICOM Secretariat and with PANCAP, a CARICOM entity, while two agreements have been signed with UWI and one with CDEMA. The signature of a fourth agreement with CARICOM is pending. At the time of the MTA, no formal agreement has been signed with the OECS Secretariat.

Table 6. Status of Contribution Agreements with Key Regional Institutions *

UN Agency	Regional Institution	Contribution Amount (in US\$)	Agreement Status
UNDP	CARICOM Secretariat	296,609	Signed
	CDEMA	75,000	Signed
	UWI	49,995	Signed
UNICEF	UWI (Institute of Gender Studies)	153,812	Signed
	CARICOM Secretariat	252,000	Signed
UNFPA	PANCAP (CARICOM entity)	42,792	Signed
UN Women	CARICOM	294,000	Pending

* Information provided by Programme Coordination Team

Several of the participants in the KIIs expressed concerns about the CARICOM Secretariat's absorptive capacity and their staffing challenges. While the technical and administrative capacity of the Secretariat staff is seen in a very positive light by stakeholders, one of the main causes of the slow pace of their work is that they do not have enough staff. The gender area operates with one staff person, the gender focal point, assisted by a remotely hired consultant, and that person has other responsibilities, aside from managing the agreement with the Spotlight Initiative. During the review of the MTA report, information was shared of a similar capacity concern with the Secretariat Manager working on PVAW and Education.

Key informants from the CARICOM Secretariat acknowledge the staffing problems and the resulting delays in getting things done. However, they also explain that one of the constraints for CARICOM to deliver on its commitments has to do with the challenges to get Member States to react and

communicate in a timely manner on programme-related issues. One CARICOM informant shared her belief that the agency also needs to be better prepared to manage its projects with the international community in a more efficient way:

“... as Secretariat, we may want to take a look at this situation in terms of how we position ourselves to work more efficiently with the international development community, when opportunities such as the Spotlight Initiative become available. We need to contribute in a more meaningful way and make the partnership somewhat more equitable so that those challenges with human and financial resources, can be addressed.” [Key Informant Interview]

Civil Society and Implementing Partners (IPs)

KII participants and online survey respondents consider the need to strengthen the CSOs' organizational capacity as one of the programme's priorities. The 2021 annual report also reflected on the limited capacity of CSOs to support SRHR interventions which are modelled from international best practices. Nevertheless, key informants and online survey respondents do not perceive the capacity of the CSOs to have been a critical obstacle to the programme's implementation up to this moment. KII participants believed that the CSOs in the Caribbean are well connected to the reality “on-the-ground” and well anchored in the communities they serve or represent. Their ability to reach the most vulnerable and the most marginalized is the object of much praise.

As of the time of the MTA, the RUNOs have signed implementing partner agreements with three regional and international CSOs: the Caribbean Family Planning Affiliation (CFPA) the Geena Davis Institute for Gender in the Media, and PCI Media to support the programme's interventions under Pillars 2 and 3.

To address the problem of absorption capacity facing the smaller Caribbean organizations, the programme has partnered with 14 CSOs through its small grant modality. Three of these CSOs are regional: the Caribbean Male Action Network (CariMAN), the Spouses of Caribbean Leaders Action Network (SCLAN) and the Caribbean Association of Women Judges (CAWJ), while the others are from six different countries (Trinidad and Tobago, Guyana, Jamaica, Antigua & Barbuda, St Lucia and St Vincent). Additional agreements with two other regional CSOs are supposed to be finalized soon. The grantees include grassroots organisations and groups working or representing the marginalized and vulnerable groups including the disabled, LGBTQI+ advocates, and service providers, among others.

RUNOs

The perception of the RUNOs among IPs participating in the KIIs is mixed. While they recognize that enough resources were made available for the deliverables expected from them, they shared their frustrations with the lengthy process and cumbersome procedures they had to go through before they could sign an agreement with the RUNOs and get access to the funds (especially in the case of the UNFPA). Other complaints were about the unrealistic timeframes for the deliverables, the rigidity of the reporting requirements and the lack of flexibility in the use of funds.

From the RUNOs perspective, staffing is one of the key challenges faced by the programme in terms of absorptive capacity. According to a key informant, the demands of the regional programme on the RUNOs' personnel in terms of time and attention are excessive. As a result, all the RUNOs are facing serious staffing issues in trying to accommodate the specific needs of the Regional Spotlight Initiative.

Some of the key informants consider that the management cost set for the Spotlight Initiative is not compatible with the needs of the programme in terms of human resources. As stated by an informant:

“The management cost rate does not take into account that while the UN agencies do have a strong

presence on the ground in the Caribbean region, they are already stretched to their limit trying to deliver in a range of other areas.” [Key Informant Interview]

Other External Factors Affecting Capacity

Aside from the COVID-19 pandemic, other external factors, as mentioned in other parts of this report have also affected the overall budget execution according to key informants and to the programme’s documentation. These include: the volcano in St. Vincent, the August 2021 earthquake in Haiti and major hurricanes in Barbados and St. Vincent. By requiring emergency assistance and response these disasters contribute to add more strain on regional and state institutions and organisations and on the UN agencies operating in the region, shifting the focus away from interventions such as the ones and causing further delays.

Key findings:

- According to the financial information extracted from the MPTF Gateway, the Caribbean Regional Programme has achieved a budget delivery (expenditure and commitments) of 30% for all the four RUNOs combined as of the end of March 2022
- CSO partners expressed frustration about their relationship with the UN agencies. They complained about the lengthy processes and cumbersome procedures they had to go through before they could sign an agreement with the RUNOs and get access to the funds.
- After long delays, six contribution agreements have been finalized with three inter-governmental and regional partners (CARICOM, CDEMA, UWI) at this date. Five of these agreements have already been signed and one is still pending signature. Four of the contribution agreements are with the CARICOM. There are concerns among some informants about the latter’s capacity (in terms of human resources) to simultaneously handle these agreements.
- The RUNOs consider their staffing as one of the main challenges facing the programme in terms of absorptive capacity. Some of the RUNOs believe that the management cost rate is not compatible with the needs of the programme in terms of human resources.

Recommendations:

- In preparing for Phase 2, the PMU and the RUNOs need to draw on the lessons learned up to now from the challenges the CARICOM Secretariat has been facing to implement multiple agreements simultaneously and figure out concrete options to support their work while strengthening the partnerships.
- Ahead of Phase 2, the PMU and the RUNOs should conduct a Human Resources (HR) planning exercise to assess the staffing needs of the programme and address the serious staffing issues that the RUNOs have been facing.

D. EFFICIENCY

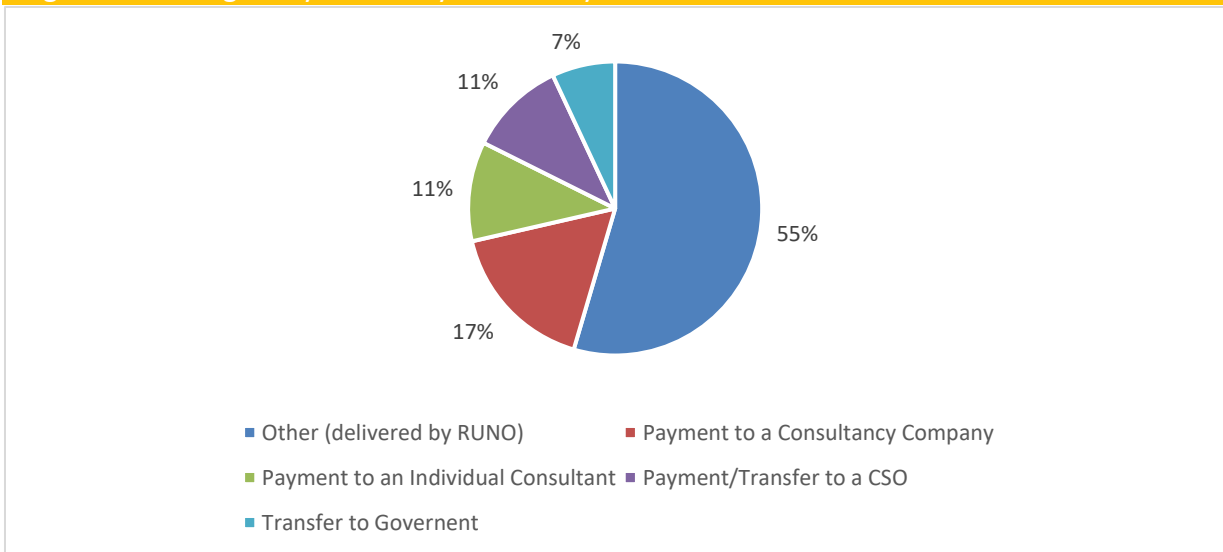
10. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?	<input type="checkbox"/> Very Good – Good
	<input checked="" type="checkbox"/> Problems
	<input type="checkbox"/> Serious deficiencies

Chosen Implementation Mechanisms

The programme budget (not including management costs) is split into five delivery mechanisms: 11% of the budget are transfers to CSOs, 17% are payments to consultancy companies, 11% are payments to individual consultants, and 7% correspond to transfers to the inter-governmental entities. The largest share of the transfers (55%) is classified as “other”. In the country Spotlight programmes in the Caribbean region, expenses incurred directly by or through the RUNOs for a range of activities usually associated with the organizational strengthening and capacity building of partners tend to be regrouped under that “other” category. These activities consist primarily of stakeholders’ consultations, capacity building training events for CSOs and other IPs, workshops, local travel costs for participants to these events, production and printing of training and communication materials.

The programme had therefore not met the Spotlight Initiative general requirement to allocate 30 – 50% of its funds to CSOs. In addition, as of March 31, 2022, only 2% of funds allocated as grants to IPs or USD 48,137 had been transferred.

Figure 2. Budget by delivery modality



Source: calculations from the approved Regional Programme budget

Formal implementing agreements are established for all activities between the lead RUNOs and any implementing partners (i.e. inter-governmental bodies, academic institutions, CSOs, etc.). Funding to support the women’s movement under Pillar 6 is awarded to smaller CSOs and women groups and organizations through a small grant modality.

According to PMU informants, the regional programme uses a combination of two implementation modalities: the Direct Implementation Modality (DIM) and the National Implementation Modality (NIM) for the different pillar interventions. Funds are disbursed in tranches to implementing partners. The first tranche (which usually corresponds to 50% of the funds) is disbursed upon signature of the

implementing agreement and the remaining ones are disbursed once activities have been completed and quarterly narrative reports have been submitted to and approved by the agency.

Respondents to the online survey commented that the slow pace of disbursements is because the agencies carry the burden of direct implementation and of transferring funds to partners. As one key RUNO informant stated:

“Our bureaucratic processes take time and are complicated, which may delay our ability to spend funds with the desired pace. Intergovernmental institutions are also slow in their processes and thus there are delays on their end as well in spending the funds. Academic institutions like UWI have been the best. Very efficient, well-staffed and able to deliver with quality and on time”. [Key Informant Interview]

CSO partners have been participating in the programme either as vendors, IPs or grantees. At the time of the MTA, 17 CSOs had signed a partnership agreement with the programme: three as IPs and 14 as grantees. Two additional grant agreements are pending approval.

Seven of the current grantees are classified as “women-led/ women’s rights organisations” or “feminist CSOs”, three as “regional CSOs” and 11 as local or national organisations.

Staffing levels for Spotlight Initiative and Management Cost

The Spotlight Initiative has set management cost for all national and regional programmes at a maximum of 18 % of the overall budget. According to the most recent version available in the MPTF Gateway, 15% or USD 1,423,697 of the Caribbean Regional Programme budget is allocated to management cost, which covers the following: staff and personnel (13%); supplies, commodities, and materials (1%); equipment, vehicles, and furniture (1%); contractual services (27%); travel (14%); general operating and other direct costs (13%). In addition, 4% is allocated to communication and evaluation and 1% to pre-financing.

Updated documents from the PMU show that 20 UN staff members and consultants are assigned to the Spotlight Initiative programme. Of these 20 positions, nine are fully funded by the programme (100%) and seven are partially funded.¹⁰ For six of the seven partially funded positions, the financial contribution of the programme is between 5 - 20%, which in a way explains the staffing constraints reported by some of the informants.

Key findings:

- The Caribbean Regional Programme uses a combination of the two implementation modalities DIM and NIM to partner with inter-governmental bodies and CSOs. These two modalities are perceived as adequate by the PMU team. However, their effectiveness in terms of disbursement of funds to implementing partners is not evident. As of March 31st, 2022, only 2% of the funds allocated as grants to implementing partners had been transferred, which is a major concern as this currently affects the achievement of results by the programme.
- To date, seven contribution agreements have been finalized with three inter-governmental and regional institutions, including CARICOM (4), CDEMA (1) and UWI (2). Simultaneously, three CSOs have been engaged as implementing partners (IPs) and 14 as grantees. Two additional grant agreements are being finalized

¹⁰ The information as to the status of four of the UN Women and UNDP staff involved with the project is missing.

- The assessment of the programme budget by delivery mechanisms shows that the largest percentage of transfers (over 50%), were made to the “Other” category, while only 11% went to CSOs, which is lower than the 30 - 50% required by the Spotlight Initiative.
- Twenty UN staff members and consultants are currently assigned to the Spotlight programme. Of these 20 positions, nine are fully funded (100%) by the programme and seven are partially funded (5-50%). The limited number of resources fully dedicated to the programme is seen as a constraint by the RUNOs.

Recommendations:

- As part of the current acceleration efforts under the Spotlight Collaborative, the PMU and the RUNOs should focus their attention on the deficit in the number and the percentage of transfers made to CSOs. For the RUNOs, this will mean finding ways to address the most pressing issues they face in terms of staffing, coordination of efforts and harmonization of procedures. For the CSOs, the programme will need to expand the scope of its capacity building interventions to address the limitations and difficulties both IPs and grantees experience in navigating the project cycle to access and disburse the funds made available to them.
- As recommended in the previous section (Question #9) , ahead of Phase 2, the PMU and the RUNOs should conduct a Human Resources (HR) planning exercise with the help of an organizational management expert familiar with the UN system, come up with a plan to assess the current needs of the programme and address the staffing issues about which the RUNOs have been complaining.

<p>11A. How effectively is the Initiative managed?</p> <p>11B. How effectively is the Programme managed? Are the governance and management mechanisms for the Initiative at regional level adequate and functioning as planned? Do partner governments and other partners (please consider CSO and EU Delegation) in the region effectively participate in these mechanisms?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
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Management of the Initiative - Support from the Global Secretariat

The documentation consulted in the context of this MTA provided very little indication of the nature of the working relationship between the Global Spotlight Secretariat and their key counterparts in the regional programme’s governance structure, namely the RUNOs and the Programme Management Unit (PMU) team. Unsurprisingly, close to 70 per cent of the online survey respondents (10 out of 15) said that they did not know anything about the relationship between the Spotlight Coordination team and the Global Spotlight Initiative Secretariat. However, based on the KIIs with key informants from the RUNOs and the PMU, the Spotlight Global Secretariat has been working very closely with the regional programme team, providing support in key aspects of implementation, namely, communication, financial management, and technical coherence.

The quality of the guidance offered in the area monitoring and evaluation (M&E) is particularly noteworthy. The PMU team particularly emphasized the responsiveness of the Global Secretariat team in providing them with on-time solutions and even reaching out to them about their needs and/or to follow up with pending questions.

Governance Mechanisms

Regional Steering Committee (RSC)

As in all the Spotlight programmes, a Regional Steering Committee (RSC) has been established and serves as the highest decision-making body overseeing the implementation of the Caribbean Regional Spotlight Initiative. The Caribbean RSC is chaired by the UN Resident Coordinator based in Barbados and Co-chaired by the Deputy Secretary General (DSG) from the CARICOM Secretariat. Other members of the Committee include the head of the EU Delegation to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM, and representatives from the OECS Secretariat, the Institute of Gender and Development Studies of the UWI, the CDB, the four RUNOs involved in the programme, and the CSRRG. The UN Women representative who represents the UN system in Haiti serves as a permanent observer on the RSC.

As of the end of 2021, the RSC had met a total of three times despite the fact as per their ToRs they only get to meet twice a year. Their first meeting took place in March of 2021. The focus of these three meetings has been the acceleration measures for the programme's implementation given the delays that it suffered. As a result of these meetings, the Committee approved the experimentation of a Rapid Results Approach in order to deliver rapid high impact initiatives.

As for the effectiveness of the RSC, the views are mixed. The respondents to the online survey positively assessed the Committee's role *"in providing strategic guidance and management and coordination oversight"* to the programme. Some of the key informants interviewed for the MTA, saw the committee as less effective because of the profile of its members who tend to be high-level representatives of their agencies and organizations, as opposed to more substantive experts with better knowledge of the issues. According to one informant, as it stands currently, the RSC is *"a lot of talks"*. Other informants feel that the RSC has too many members and many of them are not sufficiently engaged in the programme. As stated by one of them:

"the modalities for reporting and keeping the steering committee members updated on the current stage of the programme implementation at any given time can be improved" [Key Informant Interview]

CSRRG

Following a call for nominations and a selection process launched in November 2020, the Civil Society Regional Reference Group (CSRRG) was established at the beginning for 2021. The 15 members of the CSRRG hail from various national civil society organizations, networks or umbrella organizations working on VAWG across the region. With the exception of Belize, a representative of each of the national civil reference groups from the Caribbean Spotlight countries (Grenada, Guyana, Haiti, Jamaica and Trinidad and Tobago)¹¹ sits in the CSRRG to ensure coordination and coherence among the network of CSOs engaged with the programme. The CSRRG acts as the institutional mechanism to bring in civil society participation and expertise. In that capacity, it serves on the one hand, as an advisor to the programme, and on the other, as an advocate and partner in the pursuit of the programme's objectives.

Members of the CSRRG participated in an orientation session organized by the PMU, which was intended to help provide them with a better understanding of the programme's scope and objectives. The group met practically every other week in 2021, but currently meets monthly. The CSRRG works off a work-

¹¹ Efforts are currently underway to ensure that Belize is duly represented in the group

plan developed by the members in 2021 that is meant to guide their work and also of a budget to support their functioning. The CSRRG members have the opportunity to influence and support several interventions as active participants or members of the CSR and the TAG, that are driving implementation. The CSRRG is also represented in the SRHR Observatory and the ESP-COP.

The online survey respondents for the most part deemed the participation of the CSRRG members in the design and the implementation of the programme positively. A majority of them also assessed the group's collaboration with the programme's coordination team (PMU) as being either good or excellent. Some of the KII participants consider that the group has been an important source of technical support across pillar activities, despite the fact that only some of them (about 9 out of the 15) are really active. The concerns about the inactive members were addressed at a recent retreat of the group and the decision was made to not pursue any efforts to replace them and to continue to operate with the more engaged members. As stated by one informant:

“The CSRRG is a good representation of civil society in the Caribbean. They have been very active and engaged in making sure that we think about civil society in our region. The challenge for the programme is how we can best motivate and engage them in other things.” [Key Informant Interview]

Technical Advisory Group (TAG)

Another important mechanism of the programme's governance structure is the Regional Technical Advisory Group (TAG), which is meant to support the programme's coordination team and the RSC providing strategic technical oversight for the effective implementation, building synergies with national level Spotlight, and ensuring alignment with the regional objectives of the joint programme. The TAG is composed of representatives of the: four RUNOS, the EU Delegation, the CSRRG, key regional institutions such as the CARICOM Secretariat, the OECS Commission, the CDB, the CXC, and other research institutions and regional civil society organisations

Established in November of 2020, the TAG met three times in 2021 to review the programme's implementation progress, brainstorm on issues and potential solutions to be addressed by the RSC. The acceleration measures approved by the RSC were first discussed at the TAG meetings. Eleven of 14 respondents to the online survey find the effectiveness of the TAG to be “fair” and “good”. One respondent hinted at some potential problems in terms of the group's responsiveness.

Management of the Programme

The Programme Management Unit (PMU) operates under the oversight of the Resident Coordinator (RC) and works to support the RUNOs in their implementation of the programme interventions. The PMU coordinates all aspects of the programme's implementation and plays a key role ensuring coherence between the different pillars and better coordination between the agencies responsible for implementing the interventions that fall under each one of these pillars.

It also coordinates the required communication and M&E efforts. The PMU team comprises four positions: a programme coordinator who also serves as the technical coherence officer; an M&E officer; a communications officer; and a programme finance assistant. The programme coordinator under the oversight of the RC, and the technical coherence guidance of UN Women.

The programme Coordinator and the PMU report progress in the programme's implementation to the Spotlight Global Secretariat. Eleven out of 12 online survey respondents somewhat and strongly agree that the Spotlight Coordination team effectively play their role of coordinating and ensuring collaboration between all stakeholders.

Key findings:

- The Secretariat’s responsiveness and the technical support that they provided in the areas of communication, financial management and M&E have been critical to the programme’s implementation according to the PMU team.
- The RSC has been operational since the beginning of 2021 and has been able to meet three times during the last year. One of the key issues was to figure out ways of accelerating the programme’s implementation, , and the members are not really engaged. Their involvement with the programme is seen as at best superficial. The TAG also supports the good governance of the programme.
- The CSRRG group is seen as a good representation of civil society in the Caribbean. Its members have been very active and engaged in making sure that civil society plays an important role in the programme. The CSRRG members are able to influence and support the Pillar interventions as active participants or members of the CSR and the TAG and also as participants in the SRHR Observatory and the ESP-COP.

Recommendations:

- While the PMU used the guidance provided by the Spotlight Initiative on frequency and form of engagement, the stakeholders interviewed believe that the PMU could communicate more effectively with the RSC members and encourage their engagement in all aspects of the programme’s implementation. Identifying the best approach to enhance the modalities of reporting to and communicating with the members deserves immediate attention and should be done in a participatory manner between the PMU and RSC.
- The PMU should also build on the momentum of the recent retreat with the CSRRG and explore ways to sustain the current level of engagement of the most proactive members.
- Ahead of Phase 2, the PMU, the RCO and the RUNOs should assess the performance of the RSC during the first phase and based on the findings, make a determination as to its size, its structure and its membership, going forward.

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

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

Working of the Regional Programme UN Team vs. the One UN Reform Guidelines

The previous section (Question 11) focused primarily on the governance structures of the Caribbean Regional Spotlight Initiative, and on their contribution to the programme’s overall implementation performance. This section takes a closer look at the efficiency of the programme’s operation under the leadership of the RCO and the PMU in light of the ongoing commitment to align with the “One UN” guidelines. The analysis that follows draws mostly from the information collected through the KIIs, the online survey and the review of the programme’s recent progress reports.

A majority of the respondents to the online survey (9 of 15) assessed the collaboration between the programme’s coordination team (PMU) and the RUNOs and the collaboration amongst the RUNOs to be

either “good” or “excellent”.

The responses to the survey question about the implementation of the programme according to the UN Reform principle reveal a more mixed picture. While a significant number of respondents (9 of 12) “somewhat” or “strongly” agreed that the collaboration among RUNOs leads to greater efficiency, only two of twelve (2 of 12) “somewhat” or “strongly” agreed that the RUNOs are using a joint and streamlined process for selecting implementing partners. Not surprisingly, the proportion of respondents who “somewhat” or “strongly” agreed that the RUNOs are using joint procurement processes is much lower (1 of 12)

Arguably, the responses to the closed rating and ranking questions indicate that participants in the survey have a relatively positive view of the collaboration between the key UN actors involved in the programme’s implementation.

The responses to the two narrative survey questions related to the implementation (and delivering) of the Spotlight Initiative according to the UN reform principles provided further insights into the views of key stakeholders who highlighted specific issues and also volunteered suggestions or ideas for improvements.

While the comments were positive in some regards, they also outlined some key areas that deserved further attention. The more complementary observations were in relation to the RUNOs ability to effectively respond to the problems caused by the delays in receiving the first tranche of funding for the programme in 2020.

The most frequent narrative comments from the respondents fit mainly into three major themes: i) the need for better communication among and from the RUNOs; ii) the lack of clarity in the responsibilities of the different agencies involved in the programme’s implementation and iii) the misalignment of the RUNOs internal procedures which is seen as one of the key factors in the slow pace of implementation. As articulated by this survey respondent:

“There appears to be a misalignment of the internal procedures across the collaborating UN agencies which can slow down implementation and decision making.” [Key Informant Interview]

Another survey respondent summarized their views this way:

“Too many cooks spoil the broth”! There are too many entities are involved and their responsibilities are not always clear, which leaves many grey areas.” [Key Informant Interview]

According to the KIs, the incentives aren’t there at headquarters (HQ) level for the agencies to fundamentally alter the way they operate within the framework of this programme. The agencies are very different, and they report to very different boards. The RC does not really have any jurisdiction over the regional heads of agencies. There is little that can be done at his level to shift things around.

Delivery Mechanisms and Increased Efficiency

Key informants from civil society and the inter-governmental bodies tended to share the perception that the One UN way of working is still “a work in progress”. They acknowledge to have witnessed an attempt from some of the RUNOs to collaborate and to work in a more concerted way. However, the general feeling is that while the One UN notion looks good on paper, there is still a long way to go before it can be seen in practice.

As for the IPs, their complaints centered mostly on the fact that they have had to deal with the barriers and the overlapping requests resulting from the “territorial behaviour” of the RUNOs. This is, however, to be expected as the RUNOs need to abide to the procurement rules set at global level. As explained by

one informant from the CARICOM:

“There's still a lot of work that needs to be done. Despite the ONE U.N. rhetoric, we still have in this programme to sign separate letters of agreement with the UN agencies. There is still the UNDP component, the UNICEF component and the UN Women component. The work is still presented in that way.” [Key Informant Interview]

The PMU team members for their part remain optimistic that despite its complexity, the new interagency approach to programming promoted by the Spotlight Collaborative (aka Flights) discussed in Question 6 currently being piloted to accelerate the delivery of the programme, might stand the best chance of succeeding in getting the agencies to better collaborate and to adhere more closely to the One UN principle.

Key findings:

- Given the delays suffered by the programme and the slow pace of execution, it is difficult to associate the chosen implementation and coordination mechanisms to any increases in efficiency.
- Stakeholders across the board agree that there were some attempts at greater inter-agency collaboration by the RUNOs. However, for the most part, the perception is that the One UN way of operating is still a “work-in-progress” as the RUNOs continue to default to their own internal procedures.
- The weight of the bureaucratic processes of the different UN agencies interferes with the principle of mutual recognition that is central to the One UN aim of promoting inter-agency collaboration and reducing transaction costs for government and civil society partners.
- The Spotlight Collaborative that is currently being piloted in an effort to accelerate the delivery of the programme, is seen by some internal stakeholders as a practical mechanism to facilitate better collaboration among the RUNOs and encourage an interagency approach to programming.

Recommendations:

- Ahead of Phase 2, the PMU and the UN agencies should strengthen the focus of the Spotlight Collaborative on effectively addressing the most pressing coordination and duplication issues reported by the partners in their dealings with the RUNOs.
- In preparation for Phase 2, the PMU and the RUNOs should, with the help of an organisational management expert familiar with the UN system, come up with a plan to address the most critical issues of overcoming the hurdles of existing processes that have hindered the pace of execution during Phase 1.

E. SUSTAINABILITY

<p>13. Is sufficient capacity being built so that local actors, such as government as well as CSOs, the women’s movement and groups representing women and girls that face intersecting forms of discrimination, will be able to manage the process by the end of the Initiative without continued dependence on international expertise?</p>	<p><input checked="" type="checkbox"/> Very Good – Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> Serious deficiencies</p>
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Sustainability Approach of the Caribbean Regional Programme

While the Caribbean Regional Programme Document was designed without a standalone sustainability plan, key elements of the strategies to ensure the sustainability of the interventions planned under the four pillars are addressed in the programme document. The approach underlying the pillar-specific strategies is that the programme will contribute to sustainability by building the capacities of regional level bodies, enabling them to offer technical support to country-level institutions and organisations across the region.

Working through regional entities such as CARICOM and OECS that are already engaged in providing technical support to partners in member states, the programme is seeking to build on existing approaches and initiatives in EVAWG and FV while investing in scaling and replicating them throughout the region.

Sustainability Strategies for the Regional Programme’s Pillars

The strategies for Pillar 2 emphasize i) the incorporation of family violence and EVAWG into pre-existing interventions to tackle other key regional issues such as citizen security and disaster preparedness (such as for example the ESP Community of Practice); ii) ensure transformation of harmful gender norms and VAWG are integrated into ongoing CARICOM strategies; and ii) gender responsive budgeting to ensure that family violence and EVAWG are sustainably integrated into national budgets.

The approach to sustain Pillar 3 interventions prioritizes the establishment of foundational standards of practice around the prevention of family and VAWG as well as the development and dissemination of appropriate models for cultural change and advocacy that can result in long-term behaviour. It includes capacity and institutional strengthening to contribute to VAWG prevention, including the CARICOM-led ESP Community of Practice. Also, supporting the mandate of the newly established CSO-led Observatory of Sexual and Reproductive Health and Rights (SHRH) is at the center of the sustainability strategy for this pillar. Furthermore a regional Social and Behaviour Change Communications Strategy and guidelines has been developed to support national efforts to change gender stereotypes and societal norms.

The main strategy to achieve sustainability for Pillar 5 interventions is to standardize data collection tools and strengthen data collection related to GBV, EVAWG and family violence, use the data to promote intergenerational dialogue and promote greater alignment with the regional and international agenda. The other strategy seeks to embed the programme’s interventions into well-established regional institutional frameworks such as the ECLAC Observatory and the Institute of Gender and Development Studies of the University of the West Indies and continue to strengthen integrated approaches to SRHR, GBV and education. Furthermore, the programme also seeks to engage with other Inter-Agency Joint Regional Programmes for a region free of child Marriage and Early Unions.

The two-pronged strategy to ensure the sustainability of Pillar 6 interventions involves a series of activities aimed at i) strengthening the organizational capacity of women groups and organisations operating across the region; and ii) growing the next generation of Caribbean feminists and women’s

rights advocates enabling them to more effectively contribute to ending family violence and VAWG.

Challenges to Achieving Sustainability

A common position with regards to the sustainability of the ongoing interventions among KII participants was that for the time being, too little has been achieved in terms of results that could be sustained. As outlined in MTA Question 8, Pillars 2, 5 and 6 have registered very little progress towards their set objectives (less than 20%). The particularly dismal performance of Pillar 6 (only 5% progress) which, as described above, is primarily focused on enabling women's organizations across the region to ensure that key programme results are consolidated and sustained in the future, is acknowledged by many stakeholders as a noteworthy risk to the sustainability of the programme. Furthermore, notwithstanding progress made in Pillar 3, ongoing efforts are needed to counter opposition to CSE from more conservative groups. Several key reiterated the view that the first phase of the programme is focused on "laying the groundwork for the interventions" and that Phase 2 is when the priority would shift to actions and to the sustainability of interventions.

Some of the informants felt that one of the main challenges to the sustainability of the interventions funded under this particular programme had to do with the actual scope of the programme, which "may have embraced too much, especially during the first phase." Other informants saw the engagement, or lack thereof, of the member states, as the most significant obstacle. One informant stated her position this way:

"I am concerned about sustainability since we live in a highly indebted region where a lot of the social services are still underfunded. We know that when moneys are tight, the social services are ones that get cut first. We also know that a lot of the countries in the region are politically driven. Everything is seen as a move from one election cycle to the next". [Key Informant Interview]

Informants from the PMU had a more optimistic take on the potential to sustain the programme's interventions. While agreeing with the notion that Phase I was focused more on laying the groundwork to move forward with the programme's interventions, they believed that the programme's investments in capacity building and institutional strengthening at the regional level will likely help sustain its interventions after the end of the initiative. As for the ability and the willingness of member states to pick up from the regional bodies and align with them on the issues of family violence and EVAWG, the PMU team believes that this will be the responsibility of civil society to advocate for this alignment and hold them accountable.

The PMU informants admit that there will be a need to consolidate the approach to the interventions during Phase 2. But at this moment, they see many encouraging signs of sustainability. As examples, they pointed to the Essential Services Package Community of Practice (ES-COP) and the Observatory on Sexual and Reproductive Health as effective mechanisms to empower key actors, facilitate greater engagement and acquire skills critical for sustainability.

Building Regional Actors Capacity

The responses to the online survey question about whether sufficient capacity is being built for regional actors to manage the process by the end of the programme without international expertise reveal that overall, the online survey participants are not familiar with the sustainability aspects of the programme.

As can be seen in Table 5 for the most part the respondents are not sure of the extent to which sufficient capacity is being built for the different groups of regional actors to manage the process by the end of the programme's implementation without international expertise or broader international support. The inter-governmental and regional bodies are apparently perceived as the groups benefitting the most

from the programme’s capacity building interventions.

Table 7. Level Of Capacity Built

Level of Capacity Built by Stakeholders Group to Ensure Sustainability of the Regional Programme Interventions as Perceived by Survey Respondents							
	Insufficient	Somewhat Insufficient	Neither	Somewhat Sufficient	Sufficient	Do not know	Total
Inter-governmental regional bodies	0%	17%	8%	42%	25%	8%	100%
Civil society organisations	0%	0%	0%	50%	8%	42%	100%
Community based and grassroots organisations	0%	0%	8%	42%	0%	50%	100%
Women's movement organisations	0%	0%	8%	50%	0%	42%	100%
Groups rep. women & girls facing inters.violence	0%	0%	17%	42%	0%	42%	100%

Key findings

- The Caribbean Regional Programme does not yet have an overarching sustainability plan. However, key strategies to ensure the sustainability of the interventions planned under each pillar are discussed in the Programme Document.
- The approach underlying the strategies for the different pillars seeks to contribute to sustainability by building the capacities of regional level institutions and enable them to support national institutions and organisations engaged in the fight against family violence and VAWG.
- Internal stakeholders hold the belief that the programme’s investments in capacity building at the regional level have the potential to help sustain its approaches and interventions long after the end of the implementation cycle. The Essential Services Package Community of Practice (ES-COP) and the Observatory on Sexual and Reproductive Health are seen, among others, as effective mechanisms to empower key actors, facilitate greater engagement and acquire skills critical for sustainability.
- One of the concerns shared by key informants with regards to sustainability has to do with the actual scope of the programme which is perceived as being too broad. Another one worth mentioning relates to the fiscal constraints that member states are facing and that often lead them to neglect the social safety net and services such as the ones offered under the Spotlight Initiative.

Recommendations

- For Phase II, the Spotlight Initiative Global Secretariat should explore the possibility of establishing a “sustainability-specific” community of practice for the 6 regional programmes to encourage discussions of new ideas among participants as well as the sharing of good practices and lessons learned across the different regions, while avoiding to “reinvent the wheel.” This may require a more “proactive” stance from the Secretariat.
- During Phase II, the programme coordination team and the RUNOs should make sure that member states are engaged alongside the inter-governmental partners in the development of the programme’s sustainability plan and exit strategy in order to ensure their future commitment to the elimination of family violence and VAWG in alignment with the standards promoted by CARICOM and OECS.

F. KEY FINDINGS AND RECOMMENDATIONS

1. PROGRAMME DESIGN:

Main findings:

1. The RPD clearly describes a programme that aligns with the Spotlight Initiative principles. The majority of survey respondents and key informants who were knowledgeable of the overall Spotlight Initiative programme also perceived this to be the case.
2. Despite a strong emphasis on leaving no one behind in the programme documents, several key informants expressed concerns that some marginalised groups such as people with disabilities, indigenous population, and migrants were perceived to be left behind, regardless of the emphasis of the programme's planned intervention on these groups.
3. The lack of integration of the men and boys has been identified as a risk in the risk matrix and some interventions are aiming to benefit men and boys, for example through a whole of education approach, building an understanding and cultivating supportive environments for individual change which will benefit men and boys
4. There has been a large consultative process with key stakeholders in the region during the design phase. However, given the tight timeframe for the preparation of the programme document, concerns were raised about the thoroughness and depth of these consultations, which to some turned out to be more informative than consultative.
5. All key informants agreed that the programme is relevant for the region, however, as several KIs expressed concern that the focus seems to be more narrowly on women and girls, it seems that not everyone has the same understanding of how family violence is framed within the programme.
6. Relevant and appropriate feedback mechanisms, such as monthly meetings (as part of the CSI flight meetings), surveys and participation in steering committee meetings, exist and are considered useful by the implementation partners.
7. While some key informants perceived the ToC as well-defined, many informants from different stakeholder groups did not. The process to define the ToC was apparently rushed and not enough consideration was given to the actual capacity of the main partners (in terms of human resources) to deliver on the expected outputs.
8. At the time of the MTA, the baseline values and therefore also milestones and indicators for some indicators in the M&E matrix were set at zero, which made assessing progress difficult. This issue is currently being addressed through the baseline study
9. Critically, several global indicators available through the SMART platform are not suitable for monitoring the progress of a regional programme. While context-specific indicators can and were developed by the programme, these cannot be added in in the SMART platform. The achievements of the regional programme are therefore not always accurately measured by the SMART platform.
10. The Caribbean Regional Programme started in July 2020, months after COVID-19 was declared a pandemic. Hence, the programme did not go through the "before and after COVID-19" transition

that the other country programmes in the region experienced.

11. According to the KIIs, the non-pandemic related delays that affected the start and the timeline to complete some of the programme's basic activities resulted for the most part from the bureaucratic hurdles characteristic of the of all the key organisations and institutions responsible for rolling out the programme.
12. While the "Flights" approach adopted as part of the efforts to accelerate implementation has merits, namely strengthening communications and collaboration across multiple partners and groups, the focus appears to be primarily on process and the documents reviewed by the MTA have not shown concrete evidence that it has led to enhanced delivery or more significant progress towards the achievement of outputs.
13. The risk management register of the regional programme, updated once in March 2002, examined four types of risks: contextual, programmatic, institutional, and fiduciary. At least one mitigating measure is proposed for each risk. The risk of delays in recruitment and contracting seems to have been unavoidable.

Recommendations:

- a) Early on in Phase 2, the mitigating measures identified in the regional programme's risk matrix to address the perceived risks of marginalization of men and boys should be rolled out and given more visibility by the RUNOs. All ongoing interventions seeking to promote male engagement should also be given more visibility to address the current perception that they are not being engaged enough.
- b) To address the perception of male marginalization, more attention could be given to building an understanding of the root causes of GBV and family violence in the region. This research and subsequent awareness raising could help explain why the focus of this programme is on the most vulnerable and marginalised groups. Applying an intersectional lens to the different stakeholders in the region could help to understand why men and boys are potentially not among the most vulnerable groups, compared to other groups in the region.
- c) The RUNOs should also focus on identifying the right mechanisms to ensure that other marginalised groups such as people living with disabilities, indigenous population, and refugees/migrants perceived to be left behind are represented at the table.
- d) In preparation for Phase 2, the PCU and the RUNOs should make sure that the approach to engage stakeholders is strengthened and provides for a mechanism to transparently build their inputs into the decision-making process regarding the programme's future priorities.
- e) The leadership of the programme (RC, PMU and the RUNOs) should build on the stakeholders' passion regarding the programme's intent and the way their inputs and contributions are used to encourage greater ownership. The existing feedback mechanisms are greatly appreciated but can still be further improved to ensure feedback is provided in a timely manner.
- f) For Phase 2, it is also recommended that progress on the region-specific indicators is reported on in the annual reports. In order to make sure that the programme's performance in achieving its outputs and outcomes is accurately captured and accounted for.
- g) Building on the lessons of the first RRA experiment as part of the efforts to accelerate the pace of implementation, the PCU should plan other RRA cycles (the periods of three or months or less over which the RRA improvements are usually implemented) with greater emphasis on achieving tangible results at the programmatic level. The new cycles should be refined based on the lessons learned from the previous experiments in terms of what worked and what needs to be enhanced.
- h) Early on in Phase 2, the mitigating measures identified in the regional programme's risk matrix to

address the perceived risks of marginalization of men and boys should be rolled out by the RUNOs.

2. GOVERNANCE:

Main findings:

1. Key stakeholders consulted for the MTA all demonstrate a strong commitment to the Regional Spotlight Initiative by being active participants in its implementation, regularly participating in meetings and programme events.. Implementation delays appear to be caused by in-built bureaucracies and extraneous political, environmental, and socio-economic factors.
2. Not all members of the CSRRG were active at the time of the MTA. And while in the beginning, despite having a term of reference, the group was unclear about their role in the programme, there is now more clarity on their role according to the KIs.
3. The Secretariat's responsiveness and the technical support that they provided in the areas of communication, financial management and M&E have been critical to the programme's implementation according to the PMU team.
4. The RSC has been operational since the beginning of 2021 and has been able to meet three times during the last year. One of the key issues was to figure out ways of accelerating the programme's implementation, The TAG also supports the good governance of the programme.
5. The CSRRG group is seen as a good representation of civil society in the Caribbean. Its members have been very active and engaged in making sure that civil society plays an important role in the programme. The CSRRG members are able to influence and support the Pillar interventions as active participants or members of the CSR and the TAG and also as participants in the SRHR Observatory and the ESP-COP.

Recommendations:

- a) During the development of Phase 2, building on the success of the July 2022 retreat, the PMU should continue to work to sustain the engagement of the CSRRG members, addressing their challenges as they arise, ensuring clarity about their role in the programme, clarifying communication processes and interactions with CSOs, eliciting their contributions, and harnessing the full potential of the wider membership.
- b) While the PMU used the guidance provided by the Spotlight Initiative on frequency and form of engagement, the stakeholders interviewed believe that the PMU could communicate more effectively with the RSC members and encourage their engagement in all aspects of the programme's implementation. Identifying the best approach to enhance the modalities of reporting to and communicating with the members deserves immediate attention and should be done in a participatory manner between the PMU and RSC.
- c) The PMU should also build on the momentum of the recent retreat with the CSRRG and explore ways to sustain the current level of engagement of the most proactive members.
- d) Ahead of Phase 2, the PMU, the RCO and the RUNOs should assess the performance of the RSC during the first phase and based on the findings, make a determination as to its size, its structure and its membership, going forward.

3. PROGRAMME MANAGEMENT:

Main findings:

1. The RPD clearly demonstrates that each lead RUNO had the requisite expertise, experience, and priorities to deliver on their Pillar(s). For the most part, KIs also agreed that this was the case.
2. Programme management structures are in place to deliver the programme as “One UN”. However, key informants expressed a need for better harmonization of the various internal processes and improved communication to facilitate a much more effective process among the RUNOs.
3. The Caribbean Regional Programme uses a combination of the two implementation modalities DIM and NIM to partner with inter-governmental bodies and CSOs. These two modalities are perceived as adequate by the PMU team but do affect the disbursement rate of funds to implementation partners. As of March 31st, 2022, only 2% of funds allocated as grants to implementing partners had been transferred, which is a major concern as this currently affects the achievement of results by the programme.
4. To date, seven contribution agreements have been finalized with three inter-governmental and regional institutions, including CARICOM (4), CDEMA (1) and UWI (2). Simultaneously, three CSOs have been engaged as implementing partners (IPs) and 14 as grantees. Two additional grant agreements are being finalized.
5. The assessment of the programme budget by delivery mechanisms shows that the largest percentage of transfers (over 50%), were made to the “Other” category, while only 11% went to CSOs, which is lower than the 30 - 50% required by the Spotlight Initiative.
6. Twenty UN staff members and consultants are currently assigned to the Spotlight programme. Of these 20 positions, nine are fully funded (100%) by the programme and seven are partially funded (5-50%). The limited number of resources fully dedicated to the programme is seen as a constraint by the RUNOs.
7. Given the delays suffered by the programme and the slow pace of execution, it is difficult to associate the chosen implementation and coordination mechanisms to any increases in efficiency.
8. Stakeholders across the board agree that there were some attempts at greater inter-agency collaboration by the RUNOs. However, for the most part, the perception is that the One UN way of operating is still a “work-in-progress” as the RUNOs continue to default to their own internal procedures.
9. The weight of the bureaucratic processes of the different UN agencies interferes with the principle of mutual recognition that is central to the One UN aim of promoting inter-agency collaboration and reducing transaction costs for government and civil society partners.
10. The Spotlight Collaborative that is currently being piloted in an effort to accelerate the delivery of the programme, is seen by some internal stakeholders as a practical mechanism to facilitate better collaboration among the RUNOs and encourage an interagency approach to programming.

Recommendations:

- a) Going forward, the RUNOs and the programme coordination team should build on the existing mechanisms to improve on the flow of communication between the PMU and the RUNOs, the RUNOs themselves, and the RUNOs and the partners (IPs, the CSRRG and grantees). This could involve establishing clear reporting lines among the different stakeholders and sharing these with

all the parties involved, including Ips.

- b) In preparation for Phase 2, the RC, the PMU and the RUNOs should review and identify concrete modalities and corrective strategies to address some of the most critical deviations and ensure better alignment of the programme with the one UN guidelines. While it may not be feasible to change operational and procurement processes across RUNOs, finding opportunities for alignment and streamlining should be explored.
- c) As part of the current acceleration efforts under the Spotlight Collaborative, the PMU and the RUNOs should focus their attention on the deficit in the number and the percentage of transfers made to CSOs. For the RUNOs, this will mean finding ways to address the most pressing issues they face in terms of staffing, coordination of efforts and harmonization of procedures. For the CSOs, the programme will need to expand the scope of its capacity building interventions to address the limitations and difficulties both IPs and grantees experience in navigating the project cycle to access and disburse the funds made available to them.
- d) As recommended in the previous section (Question #9) , ahead of Phase 2, the PMU and the RUNOs should conduct a Human Resources (HR) planning exercise with the help of an organizational management expert familiar with the UN system, come up with a plan to assess the current needs of the programme and address the staffing issues about which the RUNOs have been complaining.
- e) Ahead of Phase 2, the PMU and the UN agencies should strengthen the focus of the Spotlight Collaborative on effectively addressing the most pressing coordination and duplication issues reported by the partners in their dealings with the RUNOs.
- f) In preparation for Phase 2, the PMU and the RUNOs should, with the help of an organisational management expert familiar with the UN system, come up with a plan to address the most critical issues of overcoming the hurdles of existing processes that have hindered the pace of execution during Phase 1.

4. PROGRAMME IMPLEMENTATION AND RESULTS:

Main findings:

1. The Caribbean Regional Programme is facing significant challenges to track and report on the results of its interventions using the current SMART platform data. The data captured thus far in the platform does not allow for a meaningful analysis of the progress made toward the expected outputs and outcomes to date. This explains the reason why the MTA is rating this question as “unable to assess.”
2. New or revised indicators, more relevant to the reality of the Caribbean Regional Programme have been adopted. Baseline data is currently being collected for these indicators.
3. As discussed in other parts of the report, there were several programmatic obstacles which affected the start of the programme’s activities and the pace of implementation hindering progress towards the expected results across the four pillars. So far, all the indications point to the fact that the implementation is still focused on process, whereas the work on meeting the programmatic targets has not begun in earnest.
4. Overall, the programme is unlikely to meet its goals for Phase 1. The activities and tasks completed at the time of MTA, and as described in the Annual Reports, do not reflect significant progress towards the deliverables expected in the work plan. As explained in MTA Question 7, in the

absence of baseline and milestones, it is difficult to precisely gauge progress. As illustrated in the above table, to date, the programme's implementation has made the most progress under Pillar 3 and to a lesser extent Pillar 2, while Pillars 5 and 6 are seriously lagging behind.

5. According to the financial information extracted from the MPTF Gateway, the Caribbean Regional Programme has achieved a budget delivery (expenditure and commitments) of 30% for all the four RUNOs combined as of the end of March 2022.
6. CSO partners expressed frustration about their relationship with the UN agencies. They complained about the lengthy processes and cumbersome procedures they had to go through before they could sign an agreement with the RUNOs and get access to the funds.
7. After long delays, six contribution agreements have been finalized with three inter-governmental and regional partners (CARICOM, CDEMA, UWI) at this date. Five of these agreements have already been signed and one is still pending signature. Four of the contribution agreements are with the CARICOM. There are concerns among some informants about the latter's capacity (in terms of human resources) to simultaneously handle these agreements.
8. The RUNOs consider their staffing as one of the main challenges facing the programme in terms of absorptive capacity. Some of the RUNOs believe that the management cost rate is not compatible with the needs of the programme in terms of human resources.
9. The Caribbean Regional Programme does not yet have an overarching sustainability plan. However, key strategies to ensure the sustainability of the interventions planned under each pillar are discussed in the Programme Document.
10. The approach underlying the strategies for the different pillars seeks to contribute to sustainability by building the capacities of regional level institutions and enable them to support national institutions and organisations engaged in the fight against family violence and VAWG.
11. Internal stakeholders hold the belief that the programme's investments in capacity building at the regional level have the potential to help sustain its approaches and interventions long after the end of the implementation cycle. The Essential Services Package Community of Practice (ES-COP) and the Observatory on Sexual and Reproductive Health are seen, among others, as effective mechanisms to empower key actors, facilitate greater engagement and acquire skills critical for sustainability.
12. One of the concerns shared by key informants with regards to sustainability has to do with the actual scope of the programme which is perceived as being too broad. Another one worth mentioning relates to the fiscal constraints that member states are facing and that often lead them to neglect the social safety net and services such as the ones offered under the Spotlight Initiative.

Recommendations:

- a) In Phase 2, the Spotlight Secretariat needs to revisit the use and usefulness of the SMART system for the monitoring and evaluation of the regional Spotlight programmes, possibly allowing for more flexibility in capturing progress on region-specific indicators given their contextual nature.
- b) Upon completing the collection of the baseline data, the PMU should set realistic milestones and outputs for all indicators. The region- specific indicators should be monitored using their own system, given that these cannot be monitored or documented using the SMART system.
- c) In line with the recommendation made under Question 6 and building on the experience of the first RRA experiment as part of the efforts to accelerate the pace of implementation, the PCU should consider planning other sessions more focused on achieving tangible results at the programmatic level. These sessions should be refined based on the lessons learned from the previous experiment in terms of what worked and what needs to be improved.
- d) The PMU and the RUNOs should take a closer look at the performance of the intergovernmental

agencies, the CARICOM Secretariat in particular, and figure out ways to provide them with more targeted support to strengthen their implementation capacity and accelerating the delivery of their activities.

- e) In preparing for Phase 2, the PMU and the RUNOs need to draw on the lessons learned up to now from the challenges the CARICOM Secretariat has been facing to implement multiple agreements simultaneously and figure out concrete options to support their work while strengthening the partnerships.
- f) Ahead of Phase 2, the PMU and the RUNOs should conduct a Human Resources (HR) planning exercise to assess the staffing needs of the programme and address the serious staffing issues that the RUNOs have been facing.
- g) For Phase II, the Spotlight Initiative Global Secretariat should explore the possibility of establishing a “sustainability-specific” community of practice for the 6 regional programmes to encourage discussions of new ideas among participants as well as the sharing of good practices and lessons learned across the different regions, while avoiding to “reinvent the wheel.” This may require a more “proactive” stance from the Secretariat.
- h) During Phase II, the programme coordination team and the RUNOs should make sure that member states are engaged alongside the inter-governmental partners in the development of the programme’s sustainability plan and exit strategy in order to ensure their future commitment to the elimination of family violence and VAWG in alignment with the standards promoted by CARICOM and OECS.

G. ANNEXES

ANNEX 1: SOURCES OF INFORMATION

Spotlight programme documents (essential documents)	Availability
Country Programming document as approved by OSC	Yes
Country Budget as approved by the OSC (may also include revised budget)	Yes
Spotlight Country Programme Snapshot	Yes
Inception report	No
Annual report/s	Yes
Annex A Country Report (included in the Annual Report)	Yes
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	Yes
Spotlight Initiative financial information on the MPTF Gateway	Yes
Knowledge management workplan	Yes
Regional CSO Reference Group workplan	Yes
CSO Reference Group Bios	No
Communication workplan	Yes
Stories directly from the Calendar	Yes
Other documents	
Progress Report to UN Women by iResults, May 2022	
Results-based Reporting (a PMU document)	
Spotlight Newsletter August 2021	
Synthesis Report – Mapping Coherence on Gender-Based and Family Violence in OECS Strategies	
Synthesis Report – Mapping Coherence on Gender-based Violence in CARICOM Strategies	
Ad hoc M&E documents	
Ad hoc documents on grantees	
Ad hoc documents on programme staffing by RUNOs	
Iniciativa Spotlight REGIONAL - Informe de la evaluación de medio término. Región: América Latina	
Casting light onto the shadow pandemic in the Caribbean: Violence against women. Tahseen Sayed & Emily Bartels Bland World Bank 2020	
Violence Against Women in Latin America and the Caribbean: A comparative analysis of population-based data from 12 countries. Washington, DC: PAHO, 2012.	

ANNEX 2: LIST OF PERSONS INTERVIEWED

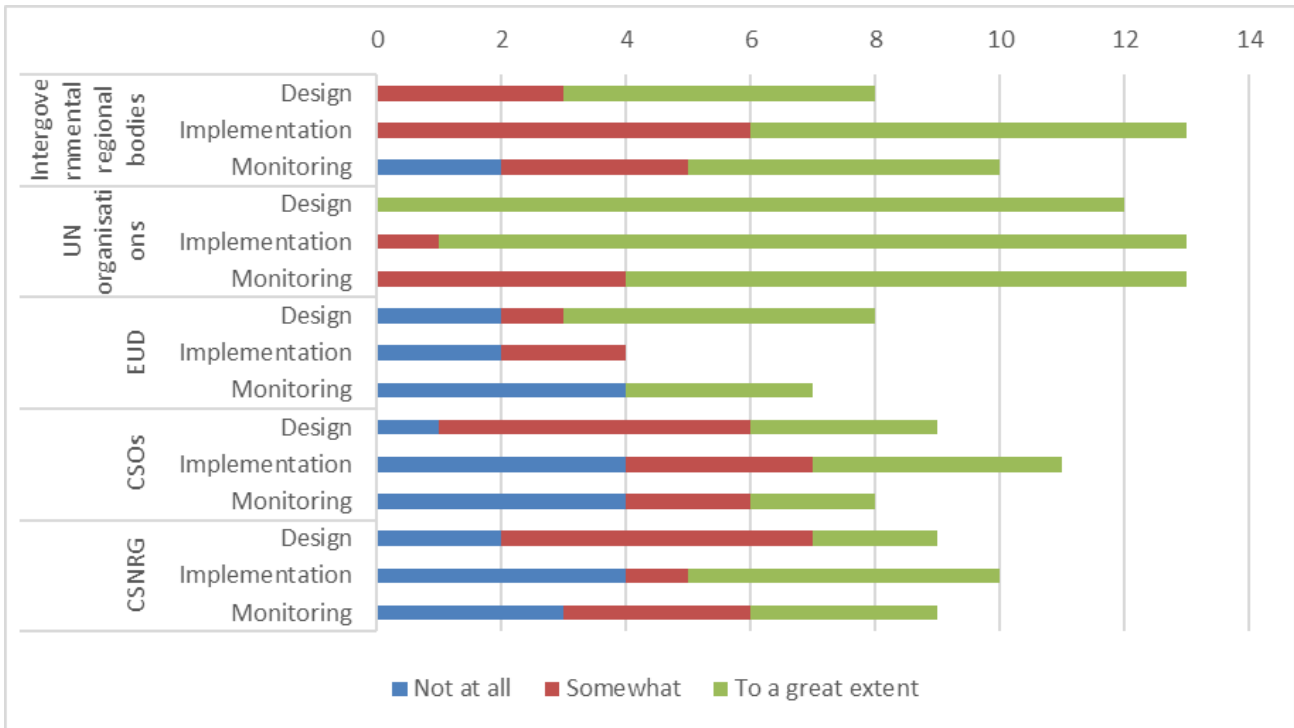
Stakeholder group	Institution / organisation	Position
European Union Delegation	Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM	Ambassador
European Union Delegation	Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM	Programme Manager and Gender Focal Point
RCO	UN RCO	Resident Coordinator
RCO	UN RCO	Strategic Planning officer/RCO Team Leader
PMU	UN RCO	Programme Coordinator
PMU	UN RCO	Regional Spotlight M&E Officer/ MTA Focal Point
RUNO	UN Women Multi-Country Office – Caribbean	Head of Agency/Representative
CSO RRG	CEDAW Committee of Trinidad and Tobago	Chair CSO RRG/Founding Director CEDAW Trinidad and Tobago
CSO RRG	Guyana National Youth Council	Vice Chair CSO RRG/President of Guyana National Youth Council
CSO – Implementing partner	Caribbean Family Planning Affiliation	CEO
NGO – Implementing partner	PCI Media	Development Coordinator
NGO – Implementing partner	PCI Media	Programme Manager
Academia – Implementing partner	IGDS, UWI	Senior Lecturer and Head of the St. Augustine Campus Unit of IGDS
Intergovernmental organisation	CARICOM	Deputy Secretary General
Intergovernmental organisation	CARICOM	Programme Manager, Human Resource Development
Intergovernmental organisation	CARICOM	Deputy Programme Manager for Gender and Development
Beneficiary group	Grenada Central Statistical Office	Junior Researcher – Economic Costs of VAWG in Grenada
Beneficiary group	University of Guyana Female Empowerment Movement	Junior Researcher - Economic Costs of VAWG in Guyana

ANNEX 3: ALIGNMENT WITH SPOTLIGHT PRINCIPLES



Source: online survey results

ANNEX 4: STAKEHOLDER INVOLVEMENT IN PROGRAMME DESIGN, IMPLEMENTATION AND MONITORING



Source: online survey results