



**Spotlight
Initiative**

Spotlight Initiative

Knowledge Management Strategy





Spotlight Initiative

Contents

Background	3
Rationale	3
Principles	4
Purpose	5
Knowledge Management activities	6
Global	6
a) Learning, Knowledge Capture and Innovation:	6
b) Knowledge sharing and uptake	7
Country/Regional Level	8
c) Capacity Development on Knowledge Management	8
Roles and Responsibilities	9
Management and Implementation	9
Global Workplan and Timeline	10





Spotlight Initiative

Background

Launched in September 2017, the Spotlight Initiative is a global partnership between the UN and the EU to eliminate all forms of violence against women and girls (VAWG) was launched. Capitalized by an initial commitment of €500 million from the EU, the Initiative is a visible political and financial investment in multilateralism.

The Initiative will provide large-scale, targeted support, leverage multi-stakeholder partnerships, galvanize political commitments at the highest levels and contribute to achieving the SDGs.

The Spotlight Initiative will deploy investments in Asia, Africa, Latin America, the Pacific and the Caribbean, aimed at achieving significant improvements in the lives of women and girls. It will provide a unique opportunity to build an evidence base demonstrating that a significant, concerted and comprehensive investment in gender equality can make a transformative difference in the lives of women and girls (Sustainable Development Goals (SDGs) 5 and 16 in particular) as well as contribute to the achievement of all SDGs.

The Initiative will target a focused number of countries to strengthen progress thus far, address remaining gaps, and scale up good models and programmes towards making a real and lasting difference for women and girls. It will support and complement existing mechanisms, such as the UN Trust Fund to End Violence Against Women (UNTF), ensuring that efforts are coordinated and coherent.

Rationale

The purpose of this document is to formulate a Knowledge Management Strategy that directly serves the Spotlight Initiative aim and principles. Spotlight recognises the existing wealth of knowledge on EVAWG, and it is in a unique position to accumulate of what works and what does not work in the efforts to EVAWG, as well as to generate knowledge from the implementation of Spotlight across countries/regions that can be used to inform effective programming and policies on EVAWG across the globe. Thus, a critical function of Spotlight Initiative, apart from supporting programmes across the globe, is to serve as knowledge platform on EVAWG. In line with the ambitious goal of Spotlight to have a transformative change and tackle the root causes of violence against women and girls in the world and contribute to the achievement of all the SDGs, it is imperative for the Initiative to analyse, cultivate existing knowledge, identify lessons learned and build the evidence base, and be a platform for innovation.

The Spotlight Initiative has identified six key pillar areas of interventions for country programme and regional interventions, and this means that any knowledge management activity within the Spotlight Initiative will serve these six pillars, either directly through externally oriented evidence collection,





Spotlight Initiative

analysis, knowledge capture, generation and exchange initiatives or indirectly by fostering a culture of learning and exchange within Spotlight countries and regions.

The Spotlight Initiative will also demonstrate an innovative way of joint programming through an empowered UN RC and a new generation of UN Country Team in line with the UNDS reform agenda and forging of new alliances. Hence, the process of how the UN Country teams through an empowered RC are jointly operating to deliver on Spotlight will also be documented to inform effective Joint Programming on SDGs. Part of this Knowledge Management strategy will also entail facilitating learning and exchange of experiences among CSOs, who play a critical and central role in the Spotlight Initiative, as they are involved in all stages of the programme development across the globe. It is therefore important for the KM strategy to capture and document the lessons learned from the process of engaging CSOs in Spotlight as well as facilitate learning among the relevant CSOs groups at different levels.

The process for developing this framework

This strategy was developed through interviews and meetings carried out with a range of Spotlight stakeholders; including representatives of Spotlight core UN agencies (UN Women, UNFPA, UNDP); Spotlight Secretariat staff, UN staff at global and sub-regional offices, and other external stakeholders. The Framework's development was also informed by a desk review of existing knowledge management initiatives on EVAWG, learning platforms, KM activities of other global initiatives for coordination.

Principles

- **Central and Integration:** If the Spotlight Initiative is to drive transformative change towards the achievement of SDG 5 and in eliminating VAWG, knowledge management cannot be seen as an additional activity of country or regional programmes. Knowledge is an output and a key asset for the success of Spotlight, and is a core activity that must be undertaken at all levels in order identify lessons learned of what has worked and what has not, good practices, foster innovation through strengthened partnership and networks with all relevant actors in the field of EVAWG.
- **Contextual:** There is no “one size fits all” approach to knowledge management. Knowledge Management adds value to different audiences of Spotlight in different ways at global, regional and country level. Therefore, different knowledge management initiatives need to be designed to different context targeting specific audiences for specific aspects of KM.
- **Demonstration:** Knowledge Management is not for the Spotlight countries and regions only. The public is the ultimate target of any such type of initiative. The Spotlight Initiative will provide unprecedented opportunity to demonstrate that a significant, concerted and





Spotlight Initiative

comprehensive investment in gender equality can make a transformative difference in the lives of women and girls, as well as contribute to the achievement of all the SDGs. This evidence base need to be made visible to catalyze others to similarly invest in gender equality.

- **Partnerships:** Spotlight is among other initiatives on EVAWG, and it can learn in a complex area of EVAWG, where evidence of what works and what does not is still under progress. There is significant untapped scope for engaging external expert communities and the global public in developing solutions, learning from and sharing knowledge generated through Spotlight with different stakeholders.
- **CSOs engagement:** CSOs are critical actors for the Spotlight Initiative, and the initiative recognizes the wealth of knowledge generated by the women's movement in the field of EVAWG. Spotlight countries and regions should recognize the key role of CSOs in knowledge management, and collaborate with the CSOs reference groups to access, disseminate and share knowledge, experiences and lessons learned on EVAWG

Purpose

The purpose of the Knowledge Management strategy for Spotlight is to “***analyze, cultivate and document, disseminate knowledge, lessons learned and innovations that is generated from the implementation of Spotlight***” across the globe for uptake and replication, and thereby contribute to the elimination of violence against women and girls.

The key elements of the strategy thus consist of;

- **Knowledge capture, development and foster innovation;** as a means of collecting good/promising practices, lessons learned and innovative practices in the implementation of Spotlight to support advancement in the efforts to EVAWG, improve sustainability of results from Spotlight, and for further analysis and documentation on EVAWG programming;
- **Knowledge sharing, and dissemination include uptake;** which entails sharing of good/promising practices, lessons learned and innovative practices with Spotlight countries, regions and wider audiences, feed into the global knowledge base on EVAWG to inform effective programming and policy interventions on EVAWG and ensure uptake of the knowledge shared, displayed through changes in programming and polices, and ultimately in the lives of women and girls





Spotlight Initiative

Knowledge Management activities

Global

Spotlight envisions to be an innovation platform on EVAWG, and aims to harness knowledge, solutions and expertise. This vision builds the overarching frame to formulate Spotlight's knowledge management priorities going forward. In-order to achieve this overarching vision, Spotlight will prioritize and invest in the following three focus areas as a knowledge advisor, builder of capacities and facilitator of exchanges in knowledge management for EVAWG.

- a. Learning, Knowledge Capture and Innovation
- b. Knowledge sharing and dissemination
- c. Capacity Building on Knowledge Management

a) Learning, Knowledge Capture and Innovation:

Knowledge generation: Spotlight will lead the **generation of knowledge** in its **six pillar areas of work**. Spotlight will conduct needs assessment on what specific knowledge exists, what is needed, identify stakeholders, partners and learning platforms to engage to produce such knowledge. Spotlight will also make available and link Spotlight regions and countries with existing learning platforms, or repository of knowledge products.

Learning: Spotlight will also consistently look into past experiences (both success and failures), good practices and develop a repository of such practices in-order to ensure Spotlight countries and regions are able to use these practices to inform their programming. Spotlight will also capture results and extract good practices from the implementation of Spotlight that will be used for programming and policy work, and publicly available to all stakeholders. This will be done through the establishment of a knowledge gateway and online library. Spotlight will also link evaluation with knowledge management and learning, thereby enhancing capacity of Spotlight to learn and use lessons from evaluations for future programming.

Innovation: In order to be an innovation hub, Spotlight will also foster and build the capacity of Spotlight countries/regions in piloting/testing innovative ideas/products/method that will combat persisting inequalities and VAWG and facilitate the achievement of accelerated results at scale. This will be done through the development of Spotlight guidance on innovation, capacity building support/training on innovation to countries/regions, and through hands-on support in testing/piloting selected innovative ideas and documenting the process and lessons learned to inform programming in other countries/regions.

Key planned activities include;





Spotlight Initiative

- Knowledge production plan for Spotlight and identify a set of KM products that Spotlight will produce
- Develop criteria for capturing good practices and lessons learned in Spotlight countries/regions
- Lessons Learned and good practices database-Inventory
- Produce guidance on Innovation and support piloting of innovative ideas
- Spotlight knowledge gateway and online library

b) Knowledge sharing and uptake

Spotlight will promote knowledge sharing as a means to help countries and regions to learn from each other, to create visibility for their experiences and successes and identify scalable practices. Spotlight will also promote innovation through cross-country partnerships and learning on EVAWG. In-order to share knowledge and promote uptake within Spotlight countries/regions and beyond, Spotlight will undertake a range of activities such as Community of Practices, Spotlight Knowledge gateway, technical webinars/dialogues, South-South and North-South cooperation among others.

Key planned activities

- **Communities of Practice;** Spotlight will form one community of practice platform among Spotlight country and regional teams with several sub-groups based on user interest. This will allow for Spotlight country and regional teams to directly upload, store, share knowledge, experience and lessons learned for use by the Spotlight teams, and to all other external stakeholders by invitation. The COPs will be continuously updated with inputs from country and regional teams of Spotlight who are the primary producers. One of the sub-groups that will be explored is a COPs for **national, regional and global CSO reference groups** in order to facilitate sharing of information, experiences and lessons learned among civil society organizations across countries and regions.
- **Technical Webinars/Web Dialogues:** In order to foster innovation, to build on existing good practices and ensure enhanced understanding of EVAWG programming, Spotlight secretariat will organize a series of technical webinars on different topics. This is expected to inform high-quality and transformative EVAWG programming at regional and country levels, as well as influence policy decisions at all levels. Spotlight will collaborate with core UN agencies and field offices, who will in organizing these learning webinars. In preparation for these webinars and identification of topics for discussion, the Technical Unit will undertake mapping of country programme outlines, country programme documents as well as solicit inputs on a continuous basis from country/regional teams of Spotlight and identify gaps and demands/needs for learning. Each webinar will be evaluated for feedback, and will inform the next round of w
- **Spotlight Knowledge gateway and online library:** Spotlight Secretariat will develop a gateway on Spotlight Website with an online library of publication and information produced by regions, countries and HQ. This will allow for proper dissemination of





Spotlight Initiative

the good practices and lessons learned, policy briefs, case studies, research documents and surveys on Spotlight implementation. These materials will also be linked with other similar learning platforms such as Virtual Knowledge Center (endvawnow.org) and shared widely.

- **South-South and North-South Cooperation-** Spotlight will put in place a system for peer learning which promotes a direct exchange of knowledge and experiences between Spotlight country/regional teams through country/regional visits. This will be done in an ongoing basis through community of practices, country visits and knowledge fairs. Spotlight will also similarly facilitate north-south experience sharing. Spotlight will also develop strategies for engaging regional/global learning institutions. There are various forums that are organized by various actors on VAWG at global, regional and country level, and Spotlight will ensure to engage these different events, and ensures that Spotlight countries are able to take part to share and learn from others. Few examples include the Sexual Violence Research Forum (SRVI) and the World Conference of Women's Shelters.
- **Online-Chat:** Spotlight intends to dedicate selected days for **all day online chat** in a given month. Spotlight countries/region will be able to interact with Spotlight secretariat technical staff and post questions or technical information and assistance needs that can facilitate knowledge-sharing and exchange.
- **Meetings:** Spotlight hosts different meetings at all levels, such as Agency Focal Points meetings at the HQ level, as well as UN country team(inter-agency) meetings at regional and country level throughout Spotlight programme implementation. Spotlight will explore these meeting spaces as venues for dissemination of successful Spotlight initiatives to inform the wider spectrum of key stakeholders, including policy-makers, to promote knowledge-sharing, up-scaling and sustainability
- **Spotlight Monthly Newsletter;** Spotlight Secretariat will produce monthly newsletter with key updates on Spotlight, feature human stories from Spotlight countries including good and promising practices, lessons learned and share information on any upcoming events/learning platforms for Spotlight countries and regions to engage in.

Country/Regional Level

c) Capacity Development on Knowledge Management

In order to ensure sustainable knowledge generation, sharing and lessons learning through Spotlight at all levels, the Secretariat will develop Knowledge Management capacity at country and regional level. This will be done through capacity building workshop on knowledge methodologies, communication, storytelling and innovation. The Secretariat will also provide support in the development of KM strategy at country and regional level and provide KM advisory services throughout programme implementation. Spotlight will also facilitate additional supports in terms of





Spotlight Initiative

ongoing learning by providing information on training opportunities, and different learning platforms for Spotlight countries and regions.

Key planned activities

- Support the development of country and regional level knowledge management strategy
- Annual Training Workshop on knowledge methodologies, communication, storytelling, innovation
- Support participation of countries/regions in different learning platforms and training opportunities

Roles and Responsibilities

Spotlight Secretariat: The Spotlight Secretariat at the global level is responsible for designing and implementing the Knowledge Management Strategy and Workplan for Spotlight that will set the vision on KM for Spotlight. It will also inform the work of Spotlight countries and regions on knowledge management. Some of the major KM activities of SS will include setting up of COPs, online knowledge gateway, organizing learning/technical webinars, south-south/north-south experience sharing and knowledge production among others. SS will also advise and support the Country/Regional Programme teams in the development of Knowledge Management strategy and workplan for the countries/regions.

Country/Regional KM Focal Point-It is recommended to have one focal point on KM. This function can be merged with the M&E Focal Point/Communication Officer for the country programme. S/He will be responsible to design and carry out the KM strategy and plan of the Country/Regional Programme. The Secretariat recommends that around 1% of budget be dedicated to knowledge management activities. The KM focal point will be supported by the Secretariat in their KM activities. Some of major KM activities at country and regional level include development of knowledge management strategy and work plan for the initiative at country/regional level, identifying and documenting good practices, support in piloting innovative interventions, lessons learned, establishing partnerships with learning/research institutions, tapping into existing learning platforms, contributing to the SI knowledge online gateway and sharing of experiences with other Spotlight countries and regions.

Country/Regional Technical/Programme Officers: It is recommended that the Spotlight programme/technical officers work closely with the KM focal point in the development and operationalization of the knowledge management strategy and the workplan for the initiative including in the generation and documentation of knowledge products, good practices and lessons learned. The programme/technical officers should also engage the knowledge management focal point in key monitoring and evaluation activities of the initiative in order to ensure knowledge management is integrated in the country/regional programme implementation at all levels.





Spotlight Initiative

Management and Implementation

The Spotlight Secretariat is the operational coordination unit of the Spotlight Initiative. It serves the Operational Steering Committee, which has oversight over the Initiative and approves its policies, strategies and the Secretariat's progress reports. The Secretariat is responsible for implementing the knowledge management strategy. Implementation of this strategy implies that technical assistance and resources will be required. Specific measures to be taken in this regard to begin with the operationalization of the strategy include:

Global KM Workplan: In-order to operationalize this Global KM strategy, the Spotlight Secretariat will develop a workplan with key KM activities, and ensure sufficient budget is allocated.

CP Guideline on KM and Workplan-The CP guideline will provide a brief guideline on KM and provide support to countries to develop their knowledge management strategy and workplan. This includes encouraging countries to identify of good practices, innovative interventions, lessons learned and sharing of experiences. The KM workplan will be a key instrument to operationalizing the KM strategy at country and regional level.

Partnerships: Spotlight Secretariat will amplify and strengthen partnership with key learning and research institutions that can bring evidence base knowledge and new findings on EVAWG programming to Spotlight countries and regions. Spotlight countries/regions are also encouraged to build partnerships with research organizations and other learning platforms for exchange of knowledge.

Budget Allocation: Spotlight Secretariat will ensure sufficient allocation of funds and undertake resource mobilization for global level KM planned activities. Regions and countries are also encouraged to allocate adequate budget for KM, and the Secretariat proposes a minimum of 1% budget allocation.





Global Workplan and Timeline

Workplan					
Key Activities	Timeline				Partners
	2018	2019	2020	2021	
Develop a concept note on technical webinars and organize a series of webinars for countries and regions	x	x	x	x	UN agencies/field offices
Develop guidance on innovation	x				UN Agencies
Set up and maintain community of practice (identify sub groups)	x				Field Offices, Spotlight Comms
Develop a monthly newsletter (human stories/lessons learned/webinars/reports)	x	x	x	x	Spotlight Comms Lead, UN agencies
Develop guidance for countries and regions on knowledge management and support development of country/regional KM strategy and workplan	x	x			Field Offices
Spotlight knowledge gateway and online library		x			Spotlight Comms Lead
Undertake inventory of lessons learned and good practices database		x			UN Agencies/Field Offices/ Researchers/Practitioners/CSOs (reference groups)
Undertake annual training on KM and Communication		x			Spotlight Comms lead
Support countries and regions to pilot innovative practices		x	x	x	UN agencies/UN Inter-Agency i team
Develop a knowledge production plan and identify a set of KM products that Spotlight will produce		x			UN Agencies/Field Offices/ Researchers/Practitioners/CSOs
Undertake knowledge production (studies/assessments on identified topics)		x	x	x	UN Agencies





Spotlight Initiative

Develop criteria and template for capturing good practices and lessons learned in Spotlight countries/regions		x			Field Offices
Establish and maintain partnership with Research Institutions, Universities, CSOs and other relevant stakeholders to foster KM		x	x	x	Researchers/Practitioners/Universities
Organize annual forum for Spotlight countries and regions		x	x	x	UN Agencies/Researchers/Practitioners
Support the involvement of countries and regions in key knowledge fairs/platforms and training opportunities		x	x	x	UN Agencies/Field Offices/Researchers/Practitioners/CSOs
Organize South-South and North-South experience sharing country visits		x	x	x	UN Agencies/Field Offices/Researchers/Practitioners/CSOs

