

# Evaluation of the Spotlight Initiative (2017–2023)

## Annexes

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# Annex A: Terms of Reference for Spotlight Initiative Final Evaluation

## Background and rationale

These terms of reference (ToR) specify the objectives, scope and appropriate methodological approaches for a system-wide evaluation of the Spotlight Initiative in line with the Secretary-General's 2020 Quadrennial Comprehensive Policy Review (QCPR) report that clarified the focus of system-wide evaluations:

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**At the global level, the focus will be on the planning, conducting, reporting and resourcing of system-wide evaluations, and sharing knowledge across them. Multi-Partner Trust Funds such as the Joint SDG Fund, the Spotlight Initiative Fund, and the UN COVID-19 Response and Recovery Fund - where a large number of UN entities are working towards a common objective - will be evaluated. System-wide evaluations at the three levels [country, region and global] will be mutually reinforcing (A/75/79).**

The Spotlight Initiative is a flagship programme and a demonstration fund for the Development Reform of the United Nations. With an initial investment by the European Union, the Spotlight Initiative represents one of the largest targeted efforts to end all forms of violence against women and girls. With a focus on specific forms of violence (determined regionally) – intimate partner and family violence, sexual and gender-based violence and harmful practices, femicide, trafficking, and sexual exploitation – the Initiative promotes a comprehensive, rights-based approach to drive transformative change across six interconnected outcome areas or pillars (the M&E strategy uses the terms interchangeably).<sup>1</sup>

As a Sustainable Development Goal (SDG) “model fund”, the Initiative aims to leverage the collective strengths of the United Nations system to accelerate progress on internationally agreed development goals, including the Sustainable Development Goals. The Initiative also represents a unique opportunity to demonstrate that a significant, targeted investment in comprehensive programming to end violence against women and girls can make a transformative difference in the lives of women and girls.

Committed to the principle of “leaving no one behind” (LNOB), the Initiative’s programming aims to privilege meaningful and sustained engagement with civil society organizations (particularly feminist and women’s rights organizations) and rights holders. The Initiative upholds the rights-based principles of equality and non-discrimination, as well as participation and inclusion.

The Spotlight Initiative is providing targeted investment across five regions through country and regional programmes:

- Africa: Liberia, Mali, Malawi, Niger, Nigeria, Mozambique, Uganda, Zimbabwe
- Central Asia: Afghanistan, Kyrgyzstan, Tajikistan
- Caribbean: Belize, Grenada, Guyana, Haiti, Jamaica, Trinidad and Tobago
- Latin America: Argentina, El Salvador, Ecuador, Honduras, Mexico
- Pacific: Papua New Guinea, Samoa, Timor-Leste, Vanuatu
- Regional Programmes: Latin America Regional Programme, Africa Regional Programme; Caribbean Regional Programme; Pacific Regional Programme; Central Asia Regional Programme, Safe and Fair Regional Programme (ASEAN)

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1. The six outcome areas focus on: 1) addressing legislative and policy gaps; 2) strengthening institutions; 3) promoting gender-equitable attitude and norms; 4) providing quality services for survivors of violence and their families; 5) strengthening systems for collecting data on violence and 6) strengthening and supporting women’s movement and relevant civil society organization.

## Purpose and objectives

The evaluation's purpose is to assess the Spotlight Initiative's overall performance, including its contribution to United Nations Reform.

Specific objectives include:

- Assess how the Spotlight Initiative design and theory of change, including the whole systems approach and its six pillars, were structured to guide and influence programming including coherence, stakeholder participation and geographic scope, as well as flexibility and suitability to global, regional and national contexts.
- Assess the extent to which management and operational systems were fit for purpose to efficiently support collective results at country, regional and global levels.
- Assess the functionality of governance structures and the extent to which key stakeholders engaged in collaborative partnerships and decision-making.
- Assess progress and results achieved including the extent to which the Initiative contributed to transformative change.
- Assess the extent to which the United Nations has demonstrated the ability to function as a collective to achieve the Initiative's goals, including consideration of how United Nations reform supported the Initiative and how the Initiative impacted on the reform process.
- Assess the extent to which progress and results achieved are sustainable.
- Identify lessons learned on how stakeholders can work within complex realms to design programmes to accelerate progress towards eliminating VAWG and other development challenges.

## Scope

The evaluation covers implementation at the global, regional and country levels from 2017 to 2023. The programmatic scope of the evaluation will be the 26 country programmes in five geographical regions; six regional programmes; and two civil society grant-giving programmes (United Nations Trust Fund to End Violence against Women and the Women's Peace and Humanitarian Fund). The operational focus will include the governance and managerial mechanisms employed to operationalize the Initiative through the programmes. The primary focus of the evaluation will be at a strategic level that takes into account the highly complex environment within which the Initiative functions:

- The Spotlight Initiative is a **complex programme** that works across six inter-related pillars and three cross-cutting principles to target systemic changes in **complex institutional systems**, involving a broad range of stakeholders with a "whole of United Nations – whole of government" approach that expands partnership engagement and seeks to build civil society movements.
- The Spotlight Initiative seeks to address the **complex subject** of VAWG that manifests in multiple forms, collectively comprising one of the most widespread human rights violations faced by women and girls.
- It works across **complex contexts** to target diverse countries and regions under a coherent theory of change that is nevertheless adaptable to unique contexts.

The final evaluation is focused on strategic, high-level lines of inquiry as laid out in the areas of investigation (AOIs) to complement and expand upon ongoing monitoring and assessments. Case study and regional missions will develop a deeper understanding of experiences to inform the overall evaluation. The evaluation will not seek to assess the performance of individual projects at country or regional levels. Similarly, the

evaluation will not assess the performance of individual actors or entities, but rather look to understand the extent to which systems functioned effectively to deliver results.

The evaluation will address the following **areas of investigation (AOI) and evaluation questions**:

**AOI 1 – Programme design** (relevance)

Q1: What are the key strengths and weaknesses of the design of the Spotlight Initiative, including the whole systems approach and the six pillars with cross-cutting principles? To what extent has the Spotlight Initiative design process and programme scope influenced results, coherence, stakeholder participation and flexibility and suitability to global, regional and national contexts?

**AOI 2 – Management and operationalization** (efficiency)

Q2: To what extent has the Spotlight Initiative put in place adequate resources and systems at all levels to achieve the results as articulated in the theory of change and the results framework? What have been the strengths and challenges as a result of the processes established and resources put in place at the headquarters, country and regional levels including management and administrative systems (for example, architecture, personnel, capacities, finances)?

**AOI 3 – Governance, leadership and coherence** (coherence - external)

Q3: To what extent has Spotlight programming been coherent at country, regional and global levels? To what extent were the right stakeholders (including marginalized groups) engaged and to what extent have key actors at all levels demonstrated the required engagement, ownership and shared responsibilities and decision-making? What evidence is there of collaborative partnerships across the United Nations, government, European Union and civil society organizations?

**AOI 4 - Results and progress** (effectiveness)

Q4: To what extent have the results achieved by the Spotlight Initiative provided a robust proof of concept for the theory of change and the six pillars whole systems approach with cross-cutting principles, including evidence of progress against the results framework plus other results such as SDG localization and acceleration; innovation; qualitative significant changes; and the impact or reach of advocacy, communications and knowledge management to influence change?

**AOI 5 - United Nations reform and new ways of working together** (coherence - internal)

Q5: To what extent has the Spotlight Initiative been able to operate as a shared system to achieve a common purpose? In particular, how has United Nations reform supported the Initiative and how has the Spotlight Initiative supported reform? Is there credible evidence of a collaborative systems approach to working internally and with external stakeholders on the Initiative (and beyond)?

**AOI 6 – Sustainability and Forward Looking** (sustainability)

Q6: To what extent has the Initiative demonstrated sustainable changes in line with plans including evidence of institutionalization and ownership? What are the risks of a return to less joined approaches?

**AOI 7 - Lessons learned**

Q7: What are the key strengths and weaknesses in design, systems, targets, operations, management structure, architecture and donor base of the Spotlight Initiative that have implications for design of other complex programmes (including VAWG) and United Nations reform? How can these lessons be applied at all levels?

Key questions under each AOI are highlighted above and will be elaborated during the planning phase of the evaluation. The questions take note of the OECD DAC evaluation criteria (relevance, coherence, effectiveness, efficiency and sustainability) as highlighted above.<sup>2</sup>

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2. OECD DAC Network on Development Evaluation in “Better Criteria for Better Evaluation, Revised Evaluation Criteria and Principles for Use” (November 2019).

The evaluation will be carried out in an ethical way during the continuing COVID-19 pandemic in line with UNEG member evaluation offices guidelines for conducting evaluations during COVID-19.<sup>3</sup> Principles applied will include do no harm and exploring hybrid models for interviews and field missions as required.

The intended users of the evaluation are members of the Spotlight Initiative governing bodies including the Executive Office of the Secretary-General, Deputy Secretary-General, European Commission, United Nations Development Coordination Office (UNDCO), United Nations entities and the Spotlight Initiative Secretariat and Administrative Agent. Further users are expected to be governments globally, including Member States and bilateral agencies, and civil society organizations working to eliminate violence against women and girls.

The evaluation criteria and questions will be used to develop an evaluation matrix, which should also contain assumptions underlying each question, sources of information and data collection methods. The matrix will be utilized as a framework for the collection and analysis of data.

### Evaluation approach and methodology

The evaluation will utilize a mixed-methods approach, drawing on qualitative and quantitative methods for data collection and analysis. The evaluation will be participatory in its approach, involving stakeholders at all stages of the evaluation. The evaluation will integrate a gender equality and human rights-based approach throughout, aligned with the United Nations Evaluation Group's guidance.

### Methods of data collection and analysis

The evaluation will rely on the following methods for data collection:

- **Review** of key documents and data available at global, regional and country levels, drawing on and expanding from the initial review conducted as part of the scoping and evaluability exercise.
- **Synthesis** of findings and lessons learned from completed assessments and evaluations directly related to the Spotlight Initiative or with a sub-focus on the Spotlight Initiative, taking into account all completed evaluations and assessments that include the Spotlight Initiative as the primary or partial focus as well as end of programme reports as they become available over the evaluation timeframe to highlight key findings and trends.
- **Analysis** of selected United Nations and EU institutional frameworks for evidence of changes in the approach to, and focus on, ending gender-based violence. Analysis will focus on selected frameworks that govern operations of the EU and United Nations reviewed before and after Spotlight Initiative to analyse the extent to which involvement in the initiative may have influenced EAWG programming. Determination of frameworks to be assessed will be decided during the planning stage of the evaluation, but may include cooperation frameworks (UNSDCFs), UNCT joint work plans, United Nations entity strategic plans, United Nations entity country programme documents, EU country level implementation plans (CLIPs) for the Gender Action Plan (GAP).
- **Key informant interviews** at global, regional and country levels with a range of stakeholders across levels and institutions. Interviews will deepen and expand upon those conducted during the scoping phase with questions tailored to the AOIs that pertain to each stakeholder's scope of involvement. Key stakeholders include:
  - Representatives of the European Union at global, regional and country levels
  - Representatives of the United Nations EOSG at Deputy and Director levels
  - Representatives of the four core United Nations RUNOs (UN Women, UNFPA, UNDP and UNICEF)
  - Representatives from the other seven RUNOs

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3. As compiled in Synthesis of Guidelines for UN Evaluation Under COVID-19, Office of Internal Oversight Services, Inspection and Evaluation Division, June 2020.

- Members of the global, regional and country level civil society reference groups
  - Representatives of MPTFO, UN Trust Fund, WPHF
  - Representatives of DCO
  - Spotlight Initiative Secretariat staff across various functions in the Management and Technical Unit
  - United Nations Resident Coordinators at the country level
  - Spotlight Initiative coordinators and other designated staff at country and regional levels
  - UNCT Heads of Agencies at the country level for RUNOs
  - Technical staff of United Nations implementing agencies at the country level
  - High-level government delegates participating on steering committee and other initiatives at the country level
  - Representatives from implementing partners (government, non-government, private, academia, etc.) at country and regional levels
  - Participants and beneficiaries at the country level.
- **Country case studies** in eight selected countries to meaningfully evaluate Spotlight Initiative programmes across diverse national contexts. Country case study missions will include qualitative assessments from stakeholders of the **most significant changes** that Spotlight Initiative has contributed to as a means of understanding effects beyond the theory of change. A participatory workshop will also offer a chance to further explore high-level results and assess the potential for identified changes to contribute to “transformative change”.
- **Regional missions** to five regional programmes to elaborate on the diversity of regional results as well as assess the extent to which funded work at regional levels created synergies and reinforced work at the country level (and vice versa).
- **Counterfactual missions** to five non-programme countries (one per region) to offer insights into how gender-based violence programming is undertaken outside of the initiative as well as to test for evidence of effects stemming from regional- or global-level work under the Spotlight Initiative. This will offer a comparator regarding ways of working and efforts to combat VAWG in the absence of direct Spotlight Initiative support. Selection of counterfactual countries will be undertaken as part of the start-up phase.
- **Targeted questionnaire** with follow-up interviews as needed for programme countries not included as case studies. The questionnaire will be designed upon conclusion of the field missions and completion of analysis of secondary data to check for consistencies or inconsistencies in preliminary findings or patterns as well as to fill in any gaps in knowledge. The precise design and target of the questionnaire will depend on the results of field mission and secondary data analysis.

### Country case study and mission targeting and selection

Field missions to all five regional programmes will be taken to elaborate on the diversity of regional results as well as assess the extent to which funded work at regional levels created synergies and reinforced work at the country level (and vice versa).

A purposive sample of eight country case studies has been selected during the scoping and evaluability assessment across the five regions:

**Africa:** Malawi, Mozambique, Nigeria

**Asia:** Kyrgyzstan

**Caribbean:** Guyana

**Latin American:** Argentina, Honduras

**Pacific:** Samoa

Country case study selection drew on the following criteria:

- Include a **mix of larger and smaller countries (population)** and **programmes (budget)**
- Countries that are **geographically diverse** to examine lessons learned in different national contexts, with geographic or financial weighting toward countries in the Africa region in line with investments
- Include countries in **different socioeconomic classifications**
- Involve programme funding to a broad **range of recipient United Nations agencies**, including non-resident agencies
- Include a mix of countries that were assessed as **high, medium and low performing** (based on mid-term assessments)
- Include countries at **different levels of gender parity** as indicated by the Gender Development Index (GDI) measure of male-to-female ratios for Human Development Index indicators (HDI) for life expectancy, education and income.

Field visits to five countries without Spotlight Initiative programmes (one from each region) will also be undertaken to offer insights into how gender-based violence programming is undertaken outside of the Initiative. This will offer a comparator regarding ways of working and efforts to combat VAWG in the absence of direct Spotlight Initiative support. Selection of counterfactual countries will be undertaken as part of the start-up phase. Selection criteria may include:

- Country with similar challenges in VAWG and harmful practices as measured by SDG 5.2.1
- Country with office presence of four core RUNOs (UNDP, UNFPA, UNICEF, UN Women)
- Recipient countries of UN Trust Fund or WPHF grants may be considered (that is, counterfactual countries will not be excluded on the basis of receiving grants).

The evaluation team may employ different methods for data analysis including descriptive, content and comparative analysis. Evidence from data collection should be triangulated across data collection sources and methods to ensure the reliability and credibility of the evaluation findings. The evaluation should also include internal and external validation techniques.

### Timeline

The evaluation will be carried out in four phases: scoping and evaluability; planning and start-up, data collection; analysis and reporting. The completion of the evaluation will be according to the below timeline:

- December 2022 to February 2023 - scoping and evaluability phase<sup>4</sup> and preparation of the ToR
- March to April 2023 - recruitment of evaluation team
- April to May 2023 – start-up and planning phase
- May to December 2023 – data collection phase
- January to February 2024 – analysis and reporting phase
- End February 2024 - draft report
- April 2024 - final report.

**Scoping and evaluability phase.** This phase includes interviews with key stakeholders at global, regional and country levels to define the areas of investigation and develop the evaluation questions. The phase includes

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4. The scoping and evaluability report also serves as an inception report.



a country visit to check the robustness of the evaluation tools and reliability of the proposed evaluation methods. Deliverables include a ToR and operational plan for the evaluation including finalization of field study selections.

**Start-up and planning phase.** A three-day in-person workshop will be held to kick off the planning phase involving all team members and the evaluation director. The planning phase will finalize plans for operationalizing the field-based case study countries including selection of the counterfactual countries. The team will develop a synthesis report of key findings against evaluation questions based on secondary evidence and will further fine-tune the focus and methodologies and develop reporting frameworks accordingly. Final selection will also be made of institutional frameworks for analysis. The team will develop an operational plan to schedule field missions and secondary research, balancing responsibilities among team members to draw from complementary skill sets.

**Data collection phase.** A total of eight country case studies, five regional missions and five country-level counterfactual missions will be undertaken and completed by mid-November 2023. A pilot country case study will be undertaken to test and finetune the methodology and protocols before roll out. The data collection phase will also involve the completion of the secondary data review, analysis of institutional frameworks and completion of targeted global-level key informant interviews. Results from the data collection will be reviewed collectively by the evaluation team to inform the design of the questionnaire to be distributed by end November 2023. The evaluation team will meet regularly during the course of data collection and analysis to monitor progress and address gaps, or other issues encountered.

**Analysis and reporting phase.** A three-day data consolidation workshop will be held in-person in January 2024 involving the evaluation team and director to consolidate findings, conduct analysis and strategize the approach and divisions of labour for the writing of the final report. The draft final report will be submitted by end of February 2024 for finalization by April 2024.

### Management and governance

The evaluation is managed as a system-wide evaluation in line with the United Nations Secretary-General's report on implementation of the QCPR to the ECOSOC in which he committed to the Member States that evaluation of Spotlight Initiative will be managed as a system-wide evaluation.

The evaluation will be managed by the Director, System-Wide Evaluation. The System-Wide Evaluation Office engagement is subject to a series of parameters, which includes:

- The requirement to follow established UNEG norms and standards, which will guide management and practical aspects of the operational set-up of the Spotlight Initiative's final evaluation
- Mechanisms for setting up the evaluation will follow an impartial evaluation process – in selection of consultants, evaluation methods and field study etc. The ToRs, final report and all evaluation products will be managed independently and signed off by the Director, System-Wide Evaluation.

In the management of the evaluation and to ensure an impartial and independent evaluation process, the Director will be supported by an Evaluation Reference Group (ERG), and a Quality Assurance Panel (QAP). For the purpose of consultation with the United Nations agencies and their evaluation offices an Evaluation Advisory Group (EAG) will also be set up. The ERG, QAP and EAG will each have distinct roles and responsibilities in the evaluation process as established by their respective ToRs.

### Expertise required

The proposed team consists of three consultants (one team leader and two technical experts) who will have complementary expertise in the areas of GEWE and programming to end gender-based violence, United Nations reform, pooled fund operations, human rights, LNOB. The team will be supported by a research assistant to facilitate planning, coordination and background work. The consultants will have previously

conducted comprehensive evaluations. The team members or their institutions will not have been involved in the design, implementation, or monitoring of the Spotlight Initiative, nor will they have other conflicts of interest on the subject.

### Team leader

- Demonstrated experience of gender equality programming (preferably in gender-based violence programming).
- Demonstrated knowledge of United Nations development processes including United Nations reform and joint programming.
- Demonstrated understanding of the European Union's programming processes.
- Strong team leadership and management track record and commitment to delivering timely and high-quality evaluation reports.
- Experience in management of complex, multisectoral evaluations involving multi-disciplinary teams.
- Demonstrated skills and ability to collect data, conduct analysis, draft, validate and finalize report.
- Good interpersonal and communication skills; ability to interact with various stakeholders and express ideas and concepts in written and oral form.
- Language proficiency: fluency in English is mandatory; command of French or Spanish is desirable.

The team leader responsible for the evaluation will apply UNEG norms and standards. To avoid the appearance of conflicts of interest, the recruitment process will exclude any consultant who has previously been under contract with the Spotlight Initiative.

### Team members – (gender specialist and data and systems specialist)

- Significant experience in evaluation and policy research, with background in evaluation of gender equality, gender-based violence and human rights-based approaches to programming.
- In-depth understanding of the United Nations system and United Nations reform, and experience in evaluating multi-sectoral programmes or initiatives.
- Experience in operational aspects of joint programming and knowledge of pooled funding modalities.
- Strong conceptualization, analytical and writing skills and ability to work effectively in a team.
- Demonstrated skills in independent evaluation report drafting, editing and finalization.
- Hands-on experience in collecting and analysing quantitative and qualitative data.
- Knowledge of the United Nations human rights, gender equality and equity agendas and application in evaluation.
- Good communication and people skills; ability to communicate with various stakeholders and to express ideas and concepts concisely and clearly in written and oral form.
- Language proficiency: fluency in English is mandatory; command of French or Spanish is desirable.

In addition, the evaluation will draw on subject matter experts, including an expert on calculating cost effectiveness, employed on a short-term basis to provide thematic or evaluation expertise as needed.

### Key deliverables

- A planning report after the team workshop to provide a more detailed workplan and timeline for the evaluation.
- A pilot case study report of 15-20 pages that will be used to guide other case studies.
- A brief four-page summary plus a PowerPoint overview of mission findings (prepared for the workshop and adjusted as needed following the workshop) will be shared with the RC/SIC for validation for each of the eight case study countries.
- A final report (maximum 100 pages, including the executive summary and excluding annexes) by April 2024.
- A four-page precis of the evaluation report and a PowerPoint presentation.

## Annex B: What is the Spotlight Initiative?

The Spotlight Initiative (SI) was launched amidst the continued development and articulation of the United Nations Development System (UNDS) reform as first outlined by the Secretary-General in June 2017. That reform set out the major changes required to ensure more coherent and effective support to the 2030 Agenda. Seven key areas for transformation in the reform process were approved on 31 May 2018 by the General Assembly in Resolution A/RES/72/279:

1. Accelerating the alignment of the UNDS support with the 2030 Agenda
2. Creating a new generation of United Nations Country Teams
3. Reinvigorating the role of the Resident Coordinator system
4. Revamping the regional approach
5. Ensuring a system-wide approach to partnerships
6. Strengthening strategic direction, oversight and accountability for system-wide results
7. Funding the UNDS (including with a new Funding Compact).

A joint initiative of the United Nations and the European Union (EU), the Spotlight Initiative is the first large-scale initiative of its kind to systematically address both the drivers and consequences of gender-based violence. The Spotlight Initiative was launched in December 2017 with a funding commitment of 500 million euros from the EU. The initiative's main goal is that all women and girls, including those most vulnerable, live free from violence and harmful practices. Envisioned as a Sustainable Development Goals (SDGs) demonstration fund, the Spotlight Initiative seeks to show that a significant, concerted and comprehensive investment in gender equality and ending violence can contribute to the realization of the 2030 Agenda as a whole.

### The Spotlight Initiative's theory of change

The Spotlight Initiative theory of change (ToC) lays out the initiative's framework to support actions to address the diverse drivers of violence against women and girls and harmful practices (VAWG/HP) combined with efforts to provide services and support to mitigate the consequences of VAWG and harmful practices. The theory of change has evolved in terms of its graphic presentation since the Initiative's start, but the main elements have remained stable. The overarching goal remains that all women and girls, especially those most vulnerable, live free from violence and harmful practices. The Spotlight Initiative aims to promote progress toward two SDGs in line with global human rights obligations:

- SDG 5: Achieve gender equality and empower all women and girls.
- SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

The Spotlight Initiative theory of change and associated results framework lays out a comprehensive rationale to inform programme and project design via a six-pillar approach: 1) targeting inequitable laws and policies; 2) strengthening institutions; 3) challenging harmful social norms; 4) strengthening services, access to justice and referral systems; 5) strengthening data and tracking systems; and 6) supporting civil society and movement building.

The overarching theory of change as put forth at the start of the programme in 2017 was as follows:

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**“If (1) National and subnational systems and institutions enabled to plan and deliver multisectoral programmes that prevent and respond to violence against women or address other related SDG targets; if (2) an enabling legislative and policy environment in line with international standards**

on EVAWG and other forms of discrimination is in place and translated into action; (2) if policies and programmes are informed by the evidence of what works, and quality and comparable data on violence against women and girls; (3) if favourable social norms, attitudes and behaviours are promoted at institutional, community and individual levels to prevent VAW; (4) if women and girls who experience violence are empowered to use available, accessible & quality essential services & recover from violence and perpetrators of VAW are duly prosecuted ; if (5) policies and programmes on violence against women and girls are designed, implemented and monitored with the participation of women's rights groups and autonomous civil society organizations (CSOs); then (6) there will be a substantial reduction in violence against women and girls; because (7) better responses to VAWG are available, violence is being prevented before it happens or before it re-occurs, and those experiencing violence, as well as their dependents, will be empowered to recover and rebuild their lives with appropriate assistance and support.”<sup>5</sup>

By 2021, the initiative began using a more focused and succinct iteration of the high-level theory of change to convey the overarching logic that guides the programme. **The Spotlight Initiative's theory of change posits that a robustly resourced, rights-based, comprehensive approach – one that addresses the root causes of violence – will, over time, contribute to ending violence against women and girls.**<sup>6</sup>

The logic and assumptions that underpin each pillar as put forth in the theory of change are depicted below.

*Table 1 - Spotlight Initiative theory of change and underlying assumptions by pillar*

Theory of change	Assumptions
<b>Outcome 1 – Policies and legislation</b>	
<p><b>If...</b> women and VAWG/HP experts are engaged in assessing, developing and implementing policies and legislation to end VAWG/HP; the implementation of legislations and policies is monitored</p> <p><b>Then...</b> an enabling legislative and policy environment on ending VAWG/HP and other forms of discrimination is in place and translated into plans, guaranteeing the rights of women and girls</p> <p><b>Because...</b> effectively implemented legislative and policy frameworks address impunity and provide for coordinated action, including in the areas of prevention, services and data collection; laws and programmes that integrate ending VAWG/HPs into sexual and reproductive health (SRH) services are developed, implemented and monitored</p>	<p>Political will and commitments at the highest levels demonstrated through VAWG/HP legislative and policy frameworks that align to international human rights standards and harmonization of all other laws and policies to be gender equitable including family law; linkages across policies on migration, disability, poverty, ethnicity, age, location, education, overall violence and conflict</p>
<b>Outcome 2 – Institutions</b>	
<p><b>If...</b> relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address VAWG/HP; institutions at all levels and relevant stakeholders have strengthened capacity on ending VAWG/HP; national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent VAWG/HP; and adequate budgets are allocated</p> <p><b>Then...</b> institutions will develop, coordinate and implement programmes that integrate the elimination of VAWG/HP and other SDG targets into development planning processes</p> <p><b>Because...</b> institutional change requires appropriate capacity and adequate funding as well as political engagement and leadership to sustainably address VAWG/HP</p>	<p>Governance, institutional and critical bottlenecks addressed to allow transformation of institutions; develop and full financed national action plan on ending VAWG/HP; institutions are gender responsive and human rights based; VAWG/HP is integrated into other sectors; linkages across institutions on migration, disability, poverty, ethnicity, age, location, education, overall violence and conflict</p>

5. 'SI Global ToC 6<sup>th</sup> Pillar', internal working document, 19 October 2017.

6. Spotlight Initiative 2022,2021 Annual Report, p.66.

Outcome 3 – Prevention (norms, attitudes, behaviours)	
<p><b>If...</b> multiple strategies such as community mobilization, key stakeholders' engagement and education strategies are carried out in an integrated and coordinated manner based on a shared understanding and approach in line with international standards and evidence on preventing VAWG/HP</p> <p><b>Then...</b> favourable social norms, attitudes and behaviours will be promoted at community and individual levels to prevent VAWG/HP</p> <p><b>Because...</b> multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and sociocultural norms including those affecting women's sexuality and reproduction</p>	<p>Political will and commitment at the highest levels demonstrated through investment in national programmes and interventions aimed at addressing root causes and gender transformative results across relevant sectors; an integrated and multi-pronged approach to prevention is effective to change social norms and attitudes which results in changes in behaviours</p>
Outcome 4 - Services	
<p><b>If...</b> service providers have the capacity to deliver essential services, including SRH services, and to prosecute perpetrators in line with international human rights standards and guidelines; these services are made available and accessible to women and girls; women and girls are informed and empowered to exercise their rights to services (including SRHRs and access to justice)</p> <p><b>Then...</b> women and girls who experience violence and harmful practices will increase their use of services and recover from violence, while perpetrators will be prosecuted</p> <p><b>Because...</b> underlying barriers to women and girls' access to services have been addressed including in relation to gender and sociocultural norms affecting women's sexuality and reproduction</p>	<p>Political will and commitment at the highest levels demonstrated through investment of national funds towards multisectoral services at the national level; quality services will increase women's confidence in seeking support and increasing their access to such services, including SRH services, commitment and resources to collect data and coordinate services; there is political will to address impunity and prosecute perpetrators; integrate VAWG into education and training</p>
Outcome 5 – Data	
<p><b>If...</b> measurement and methodologies for VAWG/HP data collection are improved and strengthened (including monitoring and reporting requirements for SDG target 5.2 indicators); the capacity of national institutions to collect disaggregated VAWG/HP data in line with globally agreed standards is strengthened; and disaggregated data (including to extent possible on age, ethnicity, location, socioeconomic status, disability) are made accessible and disseminated to be used by decision-makers and civil society</p> <p><b>Then...</b> laws, policies and programmes will be based on evidence and better able to respond to the specific context and realities of women and girls, including those most marginalized</p> <p><b>Because...</b> they will be based on quality, disaggregated and globally comparable data</p>	<p>Political will and commitment at the highest levels demonstrated through investment of national statistical systems to improve data production, analysis and use, including data on gender-related targets; there is political will and commitment to invest in the collection of data on VAWG/HP; freedom of information is respected and governments are increasingly open to sharing data on VAWG/HP with all stakeholders; VAWG/HP data will be used to inform policy making and budgeting</p>
Outcome 6 – Civil society	
<p><b>If...</b> the knowledge, expertise and capacities of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing multiple and intersecting forms of discrimination is drawn upon and strengthened; the space for those groups' expression and activity is free and conducive to their work; and multi-stakeholder partnerships and networks are established at local, national, regional and global levels with these groups</p> <p><b>Then...</b> women's rights organizations, autonomous social movements and civil society organizations will be able to influence, sustain and advance progress on gender equality and women's empowerment (GEWE) and ending VAWG policies and programmes that respond to the needs of all women and girls, including those facing multiple and intersecting forms of discrimination</p> <p><b>Because...</b> the activism of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing multiple and intersecting forms of discrimination is a crucial driver of progress on efforts to end VAWG</p>	<p>Norms and frameworks aligned to international standards as the necessary enabling environment for women's organization and civil society organizations involvement in policymaking and delivery of programmes on ending VAWG/HP; autonomy, agency and role of women's rights organizations and civil society recognized by government and partners; women's organizations represent the diversity of women and girls, survivors of violence and all groups facing intersecting forms of violence and discrimination</p>

Source: *Spotlight Initiative 2021 Annual Report*.

The six-pillar interconnected model for preventing and addressing VAWG and harmful practices was designed for comprehensive application in all the regions and countries where Spotlight Initiative engages. It was not put forth as a menu of actions from which programmes may select. This point is made with considerable emphasis in the 2021 Global Results Report:

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**Programmes work comprehensively across all pillars, targeting inequitable laws and policies, strengthening institutions, and challenging harmful social norms, attitudes, and behaviours, while also championing women’s control over their bodies and bodily integrity... This approach is central to Spotlight Initiative’s theory of change, which posits that a robustly resourced, rights-based, comprehensive approach – one that addresses the root causes of violence – will, over time, contribute to ending violence against women and girls.<sup>7</sup>**

Each of the six pillars has an associated defined outcome in the theory of change that is monitored by three outcome-level indicators as well as output-level indicators. Progress against each pillar is monitored with outcome and output level indicators. The Theory of Change diagram displayed in the 2021 Annual Report also includes three different sub-outcomes or key outcome indicators, which, in turn, are reflected in the Global Results Framework.<sup>8</sup> The theory of change identifies key assumptions under each pillar and includes root causes, underlying causes and drivers. A further feature of the theory of change is the identification of cross-cutting principles to be adhered to in all programming:

- Mainstreaming women’s empowerment
- Leaving no one behind (LNOB)
- Civil society organization engagement and participation.<sup>9</sup>

The Global Results Framework further identifies a total of five direct and three indirect impact indicators that are tied to global indicators for SDG 5 and SDG 16. Some of the impact indicators apply globally while others apply to specific regions.

The Spotlight Initiative theory of change establishes a different programmatic focus in each of the five regions covered as follows:

- **Africa:** Sexual and gender-based violence (with a focus on harmful practices including female genital mutilation and child marriage)
- **Asia:** Sexual and gender-based violence and child marriage
- **Caribbean:** Family violence
- **Latin America:** Femicide
- **Pacific:** Domestic violence and intimate partner violence.

The Spotlight Initiative was designed to build on and accelerate efforts to achieve the SDGs, particularly targets designed to eliminate VAWG and harmful practices (Target 5.2: End all violence against and exploitation of women and girls; Target 5.3: Eliminate forced marriages and genital mutilation) as well as Target 5.6 that focuses on women’s sexual and reproductive rights. Grounded in the human rights obligations and the indivisibility of the 2030 Agenda, Spotlight Initiative interventions worked across multiple entry points to address VAWG and harmful practices across the SDGs and contribute to overall SDG achievement.

The Spotlight Initiative models the vision for United Nations reform, leveraging the expertise of multiple United Nations agencies within one programme. The Spotlight Initiative approach is characterized by partnerships across the United Nations agencies, governments at all levels, civil society and other stakeholders including academia, media, the private sector and religious institutions to advance a whole-of-society approach to EAWG.

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7. Spotlight Initiative 2022, 2021 Annual Report, p. 66.

8. Spotlight Initiative, Annex A: Global Results Framework, 01 January 2021–31 December 2021.

9. Spotlight Initiative, Global Annual Report 2017:22.

### Key Features of the Spotlight Initiative

The Spotlight Initiative aims to demonstrate new ways of working for large-scale, multilateral, multi-year initiatives to address complex development issues by:

- Taking a **comprehensive approach** based on six pillars to strengthen systems around rule of law, prevention, services, data and movement building
- Embedding the principles of **leaving no one behind** to target those facing multiple forms of discrimination
- Partnering with **civil society and women's movements** to ensure relevance and sustainability of investments
- Fostering **collaboration with a broad range of stakeholders** including non-traditional partners
- Building political buy-in and **government ownership** of the agenda
- Integrating **resources and expertise across UN entities** to bring to bear a synergistic and holistic approach to gender-based violence (GBV) programming.

## Geographic scope and governance of the Spotlight Initiative

The scope of the initiative is broad and complex in terms of geographic coverage that includes country programmes, regional programmes and civil society organization grants. Governance and operational management involve a wide range of stakeholders functioning at global, regional and country levels to guide and support the initiative.

### Global level

The Spotlight Initiative operates as a United Nations Multi-Partner Trust Fund (MPTF) with the Spotlight Initiative Secretariat and the United Nations Multi-Partner Trust Fund Office (MPTFO) jointly providing operational guidance and the MPTFO acting as Administrative Agent. Project establishment and reporting processes for the Spotlight Initiative are established by the Spotlight Initiative terms of reference (ToR), and memorandums of understanding (MoUs) signed between the United Nations and MPTFO as well as the Memorandum of Understanding Addendum for European Union contribution signed between the Recipient United Nations Organizations (RUNOs) and the MPTFO as Administrative Agent.<sup>10</sup>

There are two levels of governance for the Spotlight Initiative at the highest level: the Governing Body and the Operational Steering Committee (OSC). The Governing Body is the senior level of governance and is co-chaired by the United Nations Deputy Secretary-General (DSG) and the European Union High Representative for Foreign Affairs and Security Policy or Vice-President of the Commission. It also includes the EU Commissioner for International Partnerships, Executive Director of UN Women and a civil society representative nominated by the Civil Society Global Reference Group (CSGRG).

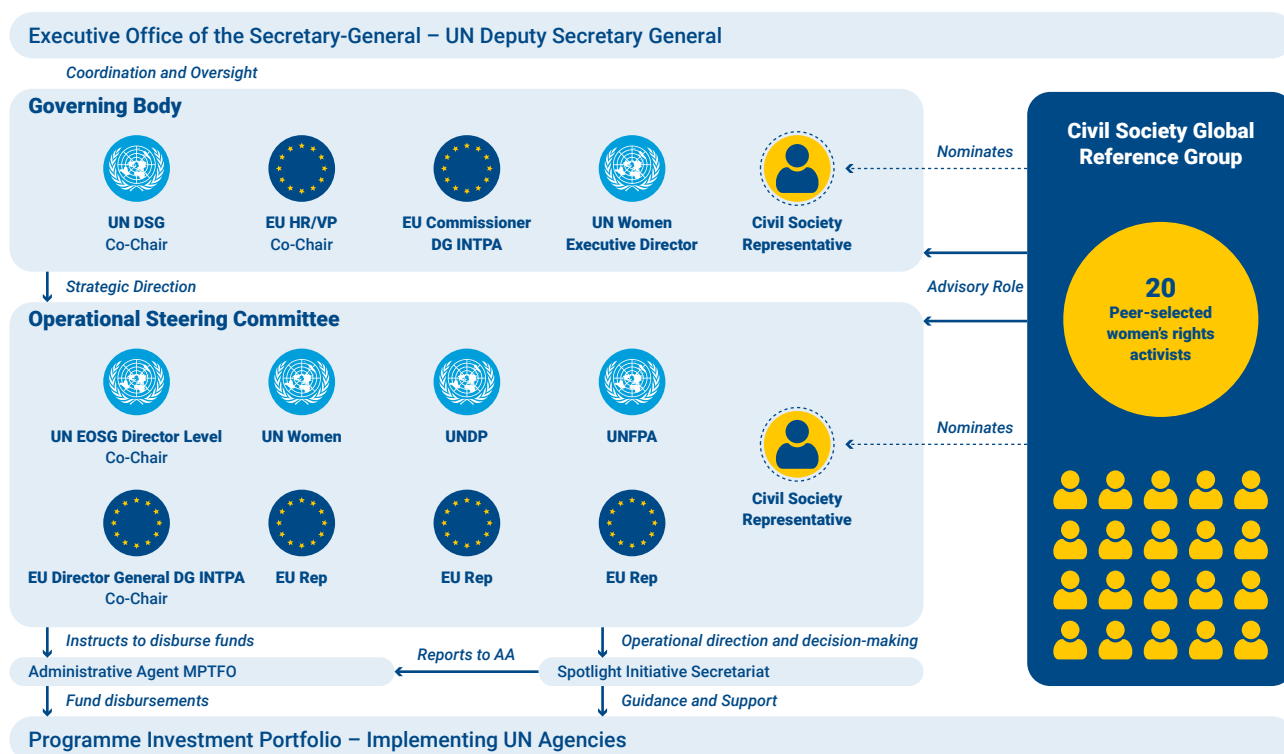
The Operational Steering Committee is co-chaired by director-level staff of the Executive Office of Secretary-General (EOSG) and the European Union and includes three other representatives from the European Union and one each from UN Women, UNDP and UNFPA (UNICEF holds an observer status) as well as a civil society representative. One key role of the OSC is to provide operational direction and decision-making to the

10. Spotlight/UN MPTFO: *The Spotlight Initiative Guidance Note on Programme Operationalization*, N.D., p.1.



Spotlight Initiative Secretariat. It is also responsible for directing the Administrative Agent (MPTFO) to make disbursements to implementing United Nations agencies through the Spotlight Initiative investment portfolio.

Figure 1 – Global governance



Source: Developed by the evaluation team based on report: *Tracing the Institutional History of the Spotlight Initiative*.

At the global level, the Spotlight Initiative Secretariat is responsible for “ensuring effective and sound Fund and programme management and implementation that maximizes the European Union’s investment and achieves transformational results.”<sup>11</sup> The Secretariat is composed of a management and a technical unit that together carry out a long list of functions around programme reporting, monitoring and evaluation, technical support, oversight, coordination, partnership engagement, communications and knowledge generation and resource management.

The Secretariat coordinates the implementation of the Spotlight Initiative portfolio of investments which is allocated across 34 Spotlight Initiative programmes: 26 country programmes; six regional programmes (inclusive of the “Safe and Fair” regional thematic programme); and two civil society grant-giving programmes. Total allocations to administrative costs including the Secretariat, Administrative Agent and Global Platform comprised 4.9 percent of the Spotlight Initiative budget (USD 25,853,653) as of September 2022.

### Regional level and country levels

Regional programmes were identified and selected by the Operational Steering Committee, focusing on the development of joint regional programmes that could reach a larger number of countries and amplify the impact of the Initiative.<sup>12</sup> Regional programmes were started at different times between 2019 and 2020<sup>13</sup> and closed at the end of 2023. The six regional programmes have been allocated 15.8 percent (USD 83,698,403) of the total approved budget as of September 2022. The Safe and Fair programme is distinct from the other five regional programmes in that it was designed prior to the launch of the Spotlight Initiative, focusing on violence against women migrant workers in the Association of Southeast Asian Nations (ASEAN) region. It functions

11. Spotlight Initiative, Global Annual Report 2021:22.

12. Spotlight Initiative 2017 Annual Report:9/18.

13. Start dates as follows: Africa RP 13 July 2020; Caribbean RP 24 July 2020; Central Asia RP 24 July 2020; Latin America RP 15 June 2019; Pacific RP (excluding Pillar 6) 1 January 2020; Pacific RP Pillar 6 24 July 2020.

under separate coordination, governance and management structures and has its own theory of change and results framework.

The selection of 26 countries was made according to an analysis of countries' situations and contexts, using the following criteria based on primary and secondary data approved by the OSC:

- Prevalence of the particular form of violence in the region
- Gender Inequality Index (GII)
- Level of government commitment towards ending VAWG
- Absorption capacity at the national level
- Presence and capacity of United Nations Country Teams to deliver
- Presence and capacity of EU delegations in country to engage
- Enabling environment in country, in particular for civil society
- Existing initiatives on ending VAWG at regional and country levels with the potential to be scaled-up
- Possibility to produce "models" for replication in other countries and capacity to influence others in the region.<sup>14</sup>

Country programmes were operationalized over two project cycles, with programmes in **Latin America** and **Africa** implemented from 2019, and the **Asia, Caribbean, and Pacific** country programmes beginning in January 2020. The 26 country programmes have been allocated 71.9 percent (USD 354,200,002) of the approved Spotlight Initiative budgets as of September 2022.

Regional and country programmes are governed by regional or national steering committees chaired by a senior United Nations official<sup>15</sup> and a government representative. Civil Society Regional Reference Groups (CSRRGs) and Civil Society National Reference Groups (CSNRGs) play advisory roles with the power to nominate representatives to steering committees.

**Figure 2 – Programme governance**



Source: Developed by the evaluation team based on report: *Tracing the Institutional History of the Spotlight Initiative*.

14. Spotlight Initiative 2017 Annual Report:32

15. The RC serves as chair in the Caribbean, Central Asia, and the Pacific. The Latin America Regional Programme is chaired by the UN Women Regional Director. The Africa Regional Programme is chaired by the Head of the UN Liaison Office to the African Union.

Country programmes are implemented by Recipient United Nations Organizations (RUNOs) under the overall coordination of the United Nations Resident Coordinator, working together with a Spotlight Initiative programme team (led by the Spotlight Coordinator). The United Nations Resident Coordinator is intended to “exercise leadership and oversight over the Initiative’s programmes, leading United Nations Country Teams towards an integrated working model that ensures coordination, coherence and accountability in implementation.”<sup>16</sup> Spotlight programmes are also intended to be integrated into United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) and thus to support and capitalize on progress in United Nations reforms.

### Overall scope of the Spotlight Initiative

By the end of 2021, the Spotlight Initiative had programmed USD 477,828,188 through 26 country programmes in five regions; six regional programmes; and two civil society grant-giving programmes (United Nations Trust Fund to End Violence against Women (United Nations Trust Fund) and the Women’s Peace and Humanitarian Fund (WPHF)) that reach another 29 countries.<sup>17</sup> In total, Spotlight Initiative work extends to over 1,500 partners, reaching 122 countries through country-level and regional initiatives.<sup>18</sup>

The initiative is situated within a set of environments that are each highly complex, requiring careful attention to multiple levels and realms of complexity, as depicted below.

Figure 3 – The Spotlight Initiative environments



Source: Developed by team for scoping and evaluability report.

The Spotlight Initiative seeks to address the **complex subject** of VAWG that manifests in multiple forms, collectively comprising one of the most widespread human rights violations faced by women and girls. It works across **complex contexts** to target diverse countries and regions under a coherent theory of change that is nevertheless adaptable to unique contexts. The Spotlight Initiative is a **complex programme** that works across six inter-related pillars and three cross-cutting themes to target systemic changes in **complex institutional systems**, involving a broad range of stakeholders with a “whole of United Nations – whole of Government” approach that expands partnership engagement and seeks to build civil society movements.

These four complexities were dynamic and inter-related. Furthermore, stakeholders functioned within a context whereby the initiative received focus and scrutiny from the highest levels of leadership of the United Nations and the European Union. It was well understood by stakeholders at all levels that the programme was unique, the context was challenging, and the stakes were high.

16. Spotlight Initiative, Global Annual Report 2021:20.

17. Including 14 countries with SI country programmes and 15 countries without SI country programmes.

18. SI 2022b.

## Annex C: Evaluation Matrix

Table 2: Evaluation Matrix

<b>Evaluation questions</b>	<p><b>AOI 1 – Programme design</b></p> <p>Q1: What are the key strengths and weaknesses of the design of the Spotlight Initiative, including the whole systems approach and the six pillars with cross-cutting principles? To what extent has the Spotlight Initiative design process and programme scope influenced results, coherence, stakeholder participation and flexibility and suitability to global, regional and national contexts?</p> <p>[relevance]</p>
<b>Data sources</b>	<p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KIIs at global level with: SIS, EOSG, EU,</li> <li>• Operational Steering Committee (OSC), MPTFO</li> <li>• KIIs for case study (CS) countries: RC, SI team, RUNOs, Government, EU, IPs, CSO Reference Group, Steering Committee</li> <li>• KIIs at regional level with Coordinator, RUNOs, Steering Committee, CSO Reference Group, IPs</li> <li>• Questionnaire as relevant</li> </ul> <p><b>Secondary data (examples)</b></p> <ul style="list-style-type: none"> <li>• Global annual narrative reports (2019-2021)</li> <li>• Spotlight Initiative terms of reference</li> <li>• ToC (2019-2021)</li> <li>• Global results framework reports</li> <li>• Country programme narrative reports</li> <li>• Country programme results framework reports (in case study countries)</li> <li>• Country programme MTAs (MTA Q1, 3, 5, 6)</li> <li>• Regional/country programme level Final MTA</li> <li>• MoUs with EU, MPTFO, RUNOs</li> <li>• Guidance notes on programme proposal content</li> <li>• Sampled minutes and agreed programmes of work of the OSC as issued by the Secretariat</li> </ul>
<b>Assumptions</b>	<p>1A: The country and regional selections as well as resource allocation frameworks were strategic and rational.</p> <p>1B: The ToC was rational and had a coherent design.</p> <p>1C: The six-pillar design with cross-cutting themes was comprehensive and relevant.</p> <p>1D: The design process was clear and sufficient time and space was available to develop the programme with critical data and a collective vision.</p> <p>1E: The design process was inclusive and involved the full spectrum of stakeholders (including high level and LNOB groups).</p> <p>1F: The global design was flexible and able to be contextualized at country/regional levels.</p> <p>1G: The results framework (RF) outcome and output indicators supported programme coherence during the design phase.</p> <p>1H: The RF outcome and output indicators supported programme coherence during the design phase.</p>
<b>Methodology and analysis</b>	<p><b>Assessment of intention of the SI design (including relationship between the six pillars and the whole system approach) and comparison to actual outcome/changes observed. The analysis will identify gaps and unintended consequences of the design in different contexts.</b></p> <ul style="list-style-type: none"> <li>• Desk review of Spotlight ToC and design documents to assess original specification of intended programme outcomes and outputs as per results framework</li> <li>• Evolution of outcomes and ToC in written programme documentation</li> <li>• Extent to which design processes were inclusive and responsive (including to cross-cutting principles) based on secondary and primary data</li> <li>• Analysis of decision-making processes to arrive at geographical targets and resource allocation decisions in relation to SI planned outcomes</li> <li>• Financial analysis of profile of Spotlight investments at global, regional and country level</li> <li>• Assessment of extent to which SI design structure was flexible and adaptable to different national and regional needs and priorities in EVAWG</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Evaluation questions and criteria</p>	<p><b>AOI 2 – Management and operationalization</b></p> <p>Q2: To what extent has the Spotlight Initiative put in place adequate resources and systems at all levels to achieve the results as articulated in the theory of change and the results framework? What have been the strengths and challenges as a result of the processes established and resources put in place at the headquarters, country and regional levels including management and administrative systems (for example. architecture, personnel, capacities, finances)?</p> <p>[efficiency]</p>	
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Data sources</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Primary data</p>
		<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Secondary data (examples)</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Assumptions</p>	<p>2A: Programmatic and operational guidance from HQ was clear and timely.</p> <p>2B: Operational structures put in place at country/regional level effectively supported implementation.</p> <p>2C: The Programme Management/Coordination Unit (PMU/PCU) was appropriately staffed and positioned to provide effective coordination.</p> <p>2D: Roles and responsibilities of key United Nations stakeholders (RC/RCO/Technical Lead) were clear and functional.</p> <p>2E: Human resources put into place to operationalize the programme at country/regional levels were strategic and effective.</p> <p>2F: Financial resources were well allocated at country/regional levels to deliver results (pillars and RUNOs).</p> <p>2G: United Nations administrative and financial systems supported efficient and collaborative programme operationalization.</p> <p>2H: The RF for global tracking of progress against outcome and output indicators was fit for purpose to track progress and demonstrate results.</p> <p>2I: Annual reporting frameworks were instrumental in demonstrating progress and guiding programme implementation.</p> <p>2J: Reporting requirements to the SIS and United Nations entities at regional and global levels were coordinated and manageable.</p> <p>2K: MTAs were timely and provided important guidance to identify strengths and weaknesses for adjustment.</p> <p>2L: The phased approach added value to operational performance and allowed the programme to fine-tune approaches.</p> <p>2M: The SIS was appropriately staffed and was able to effectively support and guide programme operationalization.</p> <p>2N: The MPTFO was appropriately staffed and able to support programme operationalization.</p> <p>2O: Operational systems were sufficiently flexible to respond to dynamic changes to contexts (including acceleration plans had a positive impact on implementation rates).</p>	
	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Methodology and analysis</p>	<p><b>Assessment of the strengths and challenges encountered in the processes established, resources put in place for management and administrative systems, finance, personal capacities and compare it with data on outcomes as well as stakeholder perceptions on value and efficiencies.</b></p> <ul style="list-style-type: none"> <li>• Desk review of programme design documents, operational guidance, monitoring reports and programme guidance triangulated with KIs to assess clarity and timeliness of guidance on programme management and operationalization at all levels</li> <li>• Analysis of operational arrangements at regional and country levels based on CS and regional reviews (primary and secondary data) to ascertain strengths and challenges in systems established for SI implementation</li> <li>• Analysis of resource allocation among 26 countries and regional programmes against reported results</li> <li>• Analysis of programme governance and implementation architecture and human resources among CS countries and regional programmes</li> <li>• Analysis of SI investment portfolio and allocations among RUNOs and other stakeholders among CS countries and regional programmes</li> <li>• Synthesis of existing evaluative evidence</li> </ul>

<p><b>Evaluation questions and criteria</b></p>	<p><b>AOI 3 – Governance, leadership and coherence</b></p> <p>Q3: To what extent has Spotlight programming been coherent at country, regional and global levels? To what extent were the right stakeholders (including marginalized groups) engaged and to what extent have key actors at all levels demonstrated the required engagement, ownership and shared responsibilities and decision-making? What evidence is there of collaborative partnerships across the United Nations, government, European Union and civil society organizations?</p> <p><b>[coherence - external]</b></p>
<p><b>Data sources</b></p>	<p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KII at global level with: Secretariat staff, EOSG, Governing Body, Operational Steering Committee (OSC), MPTFO</li> <li>• KII at regional level with regional SI staff including the coordinator, and with regional steering committee members and other regional partners</li> <li>• KII at country level: RC, SI coordinator (SIC), RUNOs, national CSOs, national steering committees, national authorities in partner ministries and agencies, EU representation, representatives from marginalized groups</li> <li>• Questionnaire as relevant</li> </ul>
<p><b>Secondary data (examples)</b></p>	<ul style="list-style-type: none"> <li>• Global annual narrative results reports</li> <li>• Spotlight Initiative terms of reference</li> <li>• Fund Operations Manual Compendium (2021)</li> <li>• Guidance Note on Programme Operationalization</li> <li>• Guidance Note on Programme Revision Requirements</li> <li>• Regional and Country MTAs (MTA Q4, 8, 10)</li> <li>• Regional and Country programme proposals</li> <li>• Minutes of consultations including with grassroots organizations during consultation phase</li> </ul>
<p><b>Assumptions</b></p>	<p>3A: The programme has been coherent at each level (country/regional/global).</p> <p>3B: The programme has been coherent between levels, with clear relationships identified for mutually reinforcing results and synergies between levels</p> <p>3C: The right stakeholders have been engaged in country/regional governance structures (steering committees).</p> <p>3D: The committees operated effectively.</p> <p>3E: The governance structure at the global level was efficient and effective in oversight and steering (Steering Committee, OSC, HOAs)</p> <p>3F: Governments/regional bodies have demonstrated engagement and ownership of the programme</p> <p>3G: United Nations RC and HOAs have demonstrated engagement and ownership of the programme.</p> <p>3H: EU (local delegation) has demonstrated engagement and ownership of the programme.</p> <p>3J: CSO RGs have been operational and influential (including representing LNOB groups).</p> <p>3K: The United Nations, EU, governments and CSOs have demonstrated a collaborative partnership approach to governing the programme.</p> <p>3L: Technical working groups (or equivalent) operated effectively to enhance technical coherence.</p>
<p><b>Methodology and analysis</b></p>	<p><b>Assessment of governance, mutual accountability/responsibility and engagement of the stakeholders compared to established good practices of collaborative partnerships/coordination and capturing innovations where changes led to better governance and mutual accountability. The assessment includes identification of gaps, strengths and weaknesses to build on or improve collaboration and coherence.</b></p> <ul style="list-style-type: none"> <li>• Triangulation of secondary data and KII data at global, regional and country levels to assess levels of leadership and mutual accountability demonstrated in governance structures and practices established in CS countries, global and regional levels (including a review of the importance of the role of the RC)</li> <li>• Review of programme design documents and related programming at global, regional and national levels to assess internal and external coherence</li> <li>• Document review of strategy development and programme proposal documents at country level triangulated with stakeholder interviews to establish level of internal coherence of the SI programme at country level</li> <li>• Document review of SI programme goals and targets evidenced in programme proposals and results frameworks for external coherence with national initiatives on EVAWG. Triangulate with stakeholder interviews</li> <li>• Synthesis of existing evaluative evidence</li> </ul>

<p><b>Evaluation questions and criteria</b></p>	<p><b>AOI 4 - Results and progress</b></p> <p>Q4: To what extent have the results achieved by the Spotlight Initiative provided a robust proof of concept for the theory of change and the six pillars whole systems approach with cross-cutting principles, including evidence of progress against the results framework plus other results such as SDG localization and acceleration; innovation; qualitative significant changes; and the impact or reach of advocacy, communications and knowledge management to influence change?</p> <p><b>[effectiveness]</b></p>			
	<table border="1"> <tr> <td data-bbox="151 367 199 618"> <p><b>Data sources</b></p> </td> <td data-bbox="199 367 1437 618"> <p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KIs as above (AOI 3) at global, country and regional levels</li> <li>• Site visits to selected field sites in CS countries for KIs/FGD with beneficiaries/participants</li> <li>• “Most significant change” (MSC) inquiries in CS countries and regional levels “Looking back since the start of the initiative, what do you feel has been the most significant change you have seen overall as a result of Spotlight?”</li> <li>• Counterfactual missions</li> <li>• Synthesis of findings</li> <li>• Questionnaire as relevant</li> </ul> </td> </tr> <tr> <td data-bbox="151 618 199 976"> <p><b>Secondary data (examples)</b></p> </td> <td data-bbox="199 618 1437 976"> <ul style="list-style-type: none"> <li>• Global and country tracking of SDG 5, SDG 16</li> <li>• Global, regional and country narrative and quantitative results reports</li> <li>• MTAs at country and regional levels (MTA Q5, 9, 12, 14)</li> <li>• Selected programme/project evaluations by participating United Nations entities with a thematic focus on ending VAWG/HP in countries selected for country case studies</li> <li>• Methodological Guidance Notes on Outcome and Output Indicators for the SI Results Reporting Framework</li> <li>• SI Knowledge Management Strategy</li> <li>• Communications and Visibility Strategy</li> <li>• Impact Reports</li> <li>• Global Communications and Visibility Action Plans</li> </ul> </td> </tr> </table>	<p><b>Data sources</b></p>	<p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KIs as above (AOI 3) at global, country and regional levels</li> <li>• Site visits to selected field sites in CS countries for KIs/FGD with beneficiaries/participants</li> <li>• “Most significant change” (MSC) inquiries in CS countries and regional levels “Looking back since the start of the initiative, what do you feel has been the most significant change you have seen overall as a result of Spotlight?”</li> <li>• Counterfactual missions</li> <li>• Synthesis of findings</li> <li>• Questionnaire as relevant</li> </ul>	<p><b>Secondary data (examples)</b></p>
<p><b>Data sources</b></p>	<p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KIs as above (AOI 3) at global, country and regional levels</li> <li>• Site visits to selected field sites in CS countries for KIs/FGD with beneficiaries/participants</li> <li>• “Most significant change” (MSC) inquiries in CS countries and regional levels “Looking back since the start of the initiative, what do you feel has been the most significant change you have seen overall as a result of Spotlight?”</li> <li>• Counterfactual missions</li> <li>• Synthesis of findings</li> <li>• Questionnaire as relevant</li> </ul>			
<p><b>Secondary data (examples)</b></p>	<ul style="list-style-type: none"> <li>• Global and country tracking of SDG 5, SDG 16</li> <li>• Global, regional and country narrative and quantitative results reports</li> <li>• MTAs at country and regional levels (MTA Q5, 9, 12, 14)</li> <li>• Selected programme/project evaluations by participating United Nations entities with a thematic focus on ending VAWG/HP in countries selected for country case studies</li> <li>• Methodological Guidance Notes on Outcome and Output Indicators for the SI Results Reporting Framework</li> <li>• SI Knowledge Management Strategy</li> <li>• Communications and Visibility Strategy</li> <li>• Impact Reports</li> <li>• Global Communications and Visibility Action Plans</li> </ul>			
<p><b>Assumptions</b></p>	<p>4A: The SI is able to demonstrate results against Pillars 1 -Legislation.</p> <p>4B: The SI is able to demonstrate results against Pillar 2 – Institutions.</p> <p>4C: The SI is able to demonstrate results against Pillar 3- Prevention.</p> <p>4D: The SI is able to demonstrate results against Pillar 4 – Protection.</p> <p>4E: The SI is able to demonstrate results against Pillar 5 – Data.</p> <p>4F: The SI is able to demonstrate results against Pillar 6 – CSO.</p> <p>4G: Results observed provided validation of the relevance of the six pillars whole systems approach with cross-cutting principles.</p> <p>4H: Results demonstrate success with accelerating SDG progress in SI countries.</p> <p>4I: Results were achieved by drawing on innovative approaches to EVAWG.</p> <p>4J: Higher order significant changes were achieved as a result of the programme in line with transformational change.</p> <p>4K: Results were supported by development and reach of advocacy, communications and knowledge management to influence change.</p>			
<p><b>Methodology and analysis</b></p>	<p><b>Assessment of intended changes and outcomes planned compared with the experience in application of the ToC in different contexts and actual outputs/outcomes achieved with an analysis of how the changes came about. Analysis of results achieved to assess the extent to which the results provide a robust proof of concept for the ToC and the six pillars and whole system approach.</b></p> <ul style="list-style-type: none"> <li>• Updated tracking of outcome and output level goals and targets with reported results across the pillars</li> <li>• Desk review of narrative results reports at global, regional and country levels (MTAs, annual reports) to demonstrate trends and progress outside of RF tracking</li> <li>• Consultations and interviews with stakeholders at regional and country levels focusing on results achieved across all six pillars as well as reach and utility of knowledge management products and activities</li> <li>• Analysis of perceptions and evidence of the extent to which regional and country level programmes supported specific outcomes</li> <li>• Visits to selected programme sites in CS countries with beneficiary FGD to triangulate reported results</li> <li>• Documentation of higher order results reported by key stakeholders using MSC method</li> <li>• Synthesis of existing evaluative evidence</li> <li>• Participatory evaluation workshop to assess most significant changes and map against outcomes; identify potential to contribute to transformative change</li> <li>• Desk review of Spotlight knowledge management strategies and plans and products</li> </ul>			

<p><b>Evaluation questions and criteria</b></p>	<p><b>AOI 5 - United Nations reform and new ways of working together</b></p> <p>Q5: To what extent has the Spotlight Initiative been able to operate as a shared system to achieve a common purpose? In particular, how has United Nations reform supported the Initiative and how has the Spotlight Initiative supported reform? Is there credible evidence of a collaborative systems approach to working internally and with external stakeholders on the Initiative (and beyond)?</p> <p>[coherence - internal]</p>				
<p><b>Data sources</b></p>	<table border="1"> <tr> <td data-bbox="199 365 276 616"> <p><b>Primary data</b></p> </td> <td data-bbox="276 365 1436 616"> <ul style="list-style-type: none"> <li>• At global level interviews as in AOI1.</li> <li>• CS country KIIs in particular with RC, RCO staff SIC, RUNOs, non-participating UNCT entities, EU, governments, implementing partners (IPs).</li> <li>• Regional KIIs with SI coordinator, RUNOs and associate United Nations entities</li> <li>• Counterfactual KIIs with RC, RCO, core SI entities, government, EU, CSO</li> <li>• Questionnaire as relevant</li> <li>• Analysis of planning frameworks</li> </ul> </td> </tr> <tr> <td data-bbox="199 616 276 840"> <p><b>Secondary data (examples)</b></p> </td> <td data-bbox="276 616 1436 840"> <ul style="list-style-type: none"> <li>• SWE of the UNDS Response to COVID-19 findings re Spotlight</li> <li>• Synthesis MTA Report for Africa and Latin America</li> <li>• Regional and country MTAs (MTA Q2)</li> <li>• Spotlight Initiative terms of reference</li> <li>• Fund Operations Manual Compendium (2021)</li> <li>• Annual global and country Level narrative results reports</li> </ul> </td> </tr> </table>	<p><b>Primary data</b></p>	<ul style="list-style-type: none"> <li>• At global level interviews as in AOI1.</li> <li>• CS country KIIs in particular with RC, RCO staff SIC, RUNOs, non-participating UNCT entities, EU, governments, implementing partners (IPs).</li> <li>• Regional KIIs with SI coordinator, RUNOs and associate United Nations entities</li> <li>• Counterfactual KIIs with RC, RCO, core SI entities, government, EU, CSO</li> <li>• Questionnaire as relevant</li> <li>• Analysis of planning frameworks</li> </ul>	<p><b>Secondary data (examples)</b></p>	<ul style="list-style-type: none"> <li>• SWE of the UNDS Response to COVID-19 findings re Spotlight</li> <li>• Synthesis MTA Report for Africa and Latin America</li> <li>• Regional and country MTAs (MTA Q2)</li> <li>• Spotlight Initiative terms of reference</li> <li>• Fund Operations Manual Compendium (2021)</li> <li>• Annual global and country Level narrative results reports</li> </ul>
<p><b>Primary data</b></p>	<ul style="list-style-type: none"> <li>• At global level interviews as in AOI1.</li> <li>• CS country KIIs in particular with RC, RCO staff SIC, RUNOs, non-participating UNCT entities, EU, governments, implementing partners (IPs).</li> <li>• Regional KIIs with SI coordinator, RUNOs and associate United Nations entities</li> <li>• Counterfactual KIIs with RC, RCO, core SI entities, government, EU, CSO</li> <li>• Questionnaire as relevant</li> <li>• Analysis of planning frameworks</li> </ul>				
<p><b>Secondary data (examples)</b></p>	<ul style="list-style-type: none"> <li>• SWE of the UNDS Response to COVID-19 findings re Spotlight</li> <li>• Synthesis MTA Report for Africa and Latin America</li> <li>• Regional and country MTAs (MTA Q2)</li> <li>• Spotlight Initiative terms of reference</li> <li>• Fund Operations Manual Compendium (2021)</li> <li>• Annual global and country Level narrative results reports</li> </ul>				
<p><b>Assumptions</b></p>	<p>5A: The United Nations demonstrated an ability to operate as a shared system for a common purpose to deliver the SI, fostering greater perceptions of unity.</p> <p>5B: United Nations Reform processes positively supported collaborative programme results.</p> <p>5C: The United Nations at country/regional level is better able to work together to address GBV based on SI learnings (structures in place for collaboration).</p> <p>5D: The United Nations at country/regional level is better able to work together as a system in general in line with reform based on SI learnings.</p> <p>5E: The RUNOs involved had clear mandates and comparative advantages for undertaking SI work so that the programme showcased the United Nations’s collective comparative advantage in EVAWG.</p> <p>5F: The collaboration between RUNOs was “more than the sum of its parts”, resulting in synergies and accelerated progress toward results.</p> <p>5G: United Nations collaboration was efficient to operationalize the programme across systems by streamlining administrative and financial operational processes.</p>				
<p><b>Methodology and analysis</b></p>	<p><b>Assessment of the extent to which SI has operated as a shared system to achieve common purpose (as elaborated in the SG’s development system reforms) and examine how SI supported the reform and role of United Nations reform in supporting the Initiative (including the role of the RC).</b></p> <p><b>Review of communication and knowledge management strategies to identify evidence of effective collaboration and knowledge sharing across stakeholders and partners. Comparison of UNCT collaboration and approach to ending VAWG in SI countries with comparator countries (including review of UNSDCF’s). Analysis of stakeholder perception of how inter-agency relations changes (or lack of) have influenced results.</b></p> <ul style="list-style-type: none"> <li>• Desk review secondary data triangulated with global, country and regional consultations to ascertain evidence of “jointness” in design, implementation and operations of SI in line with UNDS reforms</li> <li>• Analysis of joint UNCT engagement/investment in action of VAWG/HP prior to and during SI for CS countries</li> <li>• Identify evidence of changes in inter-agency relationships and institutional understanding under SI that may impact positively on working relationships going forward; identify risks to any documented new ways of working</li> <li>• Comparison of current and previous UNSDCF’s (26 countries) for evidence of comprehensive EVAWG focus and to track any changes in levels of inter-agency involvement</li> <li>• Comparison of UNCT collaboration and approach to VAWG in SI countries with comparator countries (including review of UNSDCF’s)</li> <li>• Synthesis of existing evaluative evidence</li> </ul>				



Evaluation questions and criteria	<p><b>AOI 6 – Sustainability and forward looking</b></p> <p>Q6: To what extent has the Initiative demonstrated sustainable changes in line with plans including evidence of institutionalization and ownership? What are the risks of a return to less joined approaches? [sustainability]</p>
Data sources	<p><b>Primary data</b></p> <ul style="list-style-type: none"> <li>• KII at global level with: Secretariat staff, EOSG, Governing Body, Operational Steering Committee (OSC), MPTFO</li> <li>• KII at regional level with regional SI staff including the coordinator, and with regional steering committee members and other regional partners</li> <li>• KII at country level: RC, SI Coordinator (SIC), RUNOs,</li> <li>• national CSOs, national steering committees, National authorities in partner ministries and agencies, EU representation</li> <li>• Questionnaire as relevant</li> <li>• Analysis of planning frameworks</li> </ul>
	<p><b>Secondary data (examples)</b></p> <ul style="list-style-type: none"> <li>• Regional and country MTAs (MTA Q15)</li> <li>• Spotlight Initiative terms of reference</li> <li>• Fund Operations Manual Compendium (2021)</li> <li>• Annual global and country level narrative results reports</li> <li>• Sustainability (exit) strategies for programmes (forthcoming)</li> </ul>
Assumptions	<p>6A: Sustainability was considered from design phase (ref CPDs) forward to ensure continuity of progress.</p> <p>6B: Governments and regional bodies demonstrate ownership and institutionalization of new processes.</p> <p>6C: Governments/regional bodies have increased funding for GBV programming over the programme timeframe.</p> <p>6D: CSOs are better capacitated and equipped to continue more coordinated work toward EVAWG.</p> <p>6E: UNCTs demonstrate increased ownership of a comprehensive approach to GBV programming in CFs.</p> <p>6F: UNCTs have in place coordination structures to support continued coordination to EVAWG.</p> <p>6G: UNCTs have been able to secure additional funding to progress with programming in line with the SI methodology following the close of SI 1.0.</p> <p>6H: Individual RUNO successful resource mobilization around SI interventions.</p>
Methodology and analysis	<p><b>Assessment of institutionalization of ending VAWG compared to start of SI through review of planning documents for evidence of programmes planned or established. Assessment of the risk of return to less joined approaches based on a comparison of the current state of the initiative with previous approaches and an analysis of the factors that could lead to a return to those approaches. Analysis of long-term sustainability of the changes achieved and the potential for the changes to be sustained beyond the life of the initiative.</b></p> <ul style="list-style-type: none"> <li>• Analysis of national and local levels of ownership and institutionalization as evidenced in KII interviews and programming results across key pillars focused on institutionalization (Pillars 1 and 2) and capacity development (Pillar 6)</li> <li>• Compare RUNO CPDs over time for evidence of changes to GBV programming. Contrast with counterfactuals</li> <li>• Review of evidence of United Nations securing complementary funds for scaling up of initiatives in CS countries or influencing wider national funding for EVAWG (such as in context of NAP)</li> <li>• Synthesis of insights into opportunities for sustained impact using MSC method</li> <li>• Compare entity SPs (11 RUNOs) current and previous for evidence of joint EVAWG ownership and institutionalization</li> <li>• Compare selected current and previous UNSDCFs and JWPs (SI countries and non-SI countries) for evidence of joint ownership and institutionalization including budget and number of participating entities</li> </ul>

<b>Evaluation questions and criteria</b>		<p><b>AOI 7 - Lessons learned for models of integrated programming</b></p> <p>Q7: What are the key strengths and weaknesses in design, systems, targets, operations, management structure, architecture and donor base of the Spotlight Initiative that have implications for design of other complex programmes (including VAWG) and United Nations reform? How can these lessons be applied at all levels?</p>
<b>Data sources</b>	<b>Primary data</b>	<ul style="list-style-type: none"> <li>• Primary data collection from the preceding AOIs and associated evaluation questions</li> <li>• Synthesis of lessons learned</li> </ul>
	<b>Secondary data (examples)</b>	<ul style="list-style-type: none"> <li>• Secondary data collection from the preceding AOIs and associated evaluation questions drawing on existing monitoring and evaluation</li> </ul>
<b>Assumptions</b>		<p>7A: Funds invested in higher-income countries with enabling environments support fast-tracked good practices that may be replicable.</p> <p>7B: Forums for regional/global sharing need to come earlier in implementation stages of a programme to allow for meaningful learnings and interactions.</p> <p>7C: Interactions between country/regional/global levels must be intentional for greater synergies.</p> <p>7D: Co-creation of activities with government and civil society partners at design stage onwards promotes national ownership and sustainability.</p> <p>7E: Incorporating an inception phase within the design of joint programmes that address a complex development challenge and/or have governance structures requiring heavy coordination is important for coherence and allows time to build partnerships and instill trust.</p> <p>7F: Regional programmes can provide critical coordinated United Nations support to regional institutions, strengthening capacities for progress toward SDGs within and across countries.</p> <p>7G: National United Nations programmes with multiple RUNOs operating across several states would benefit from a mapping of RUNO capacities and subnational structures at the design stage so that sound governance structures can be put in place and programme design is informed by a clear understanding of where different RUNOs and key programme partners are operating and their comparative strengths.</p> <p>7H: Roles and responsibilities for technical and coordination leadership must be clear from the start to ensure smooth functioning.</p> <p>7I: A coordinating mechanism (PCU/PMU) is needed for large-scale, integrated, complex programming. Attention must be paid up front to ensure clarity on unit location, reporting lines, staff configuration and competencies.</p> <p>7J: Programme reporting formats and frameworks must be simplified and standardized across reporting lines. Global monitoring and reporting systems should be streamlined, flexible and responsive to regional/multi-country contexts. A single framework for country and regional levels may not be possible.</p> <p>7K: Globally, operational processes and procedures across United Nations agencies need to be standardized and streamlined if the United Nations is to be able to efficiently deliver as one.</p> <p>7L: Coordinated programming requires prioritization and investment in human resource needs, especially for joint programmes with high levels of ambition and complex governance and accountability structures.</p> <p>7M: Large-scale joint United Nations programmes should ensure operational flexibility to respond and adapt to changing circumstances (e.g. political changes, conflict, natural disasters).</p> <p>7N: Compressed implementation timelines pose a strong risk of funding exceeding absorption capacities, leading to “frenzied” end-of-programme activity that is at odds with both sustainability and further resource mobilization.</p> <p>7O: Premising release of funds to all RUNOs on combined delivery rates can be counterproductive to United Nations collaboration and effective programme implementation. Variable rates of “spending” by entities may be strategic and/or unavoidable.</p> <p>7P: Alternative models to a “phased” operational approach should be considered for future programmes to ensure continuity of funding and staffing.</p> <p>7Q: Providing UNCTs in SIDS with greater scope and flexibility to contextualize global United Nations initiatives to contexts better sets them up for success, including the ability to localize the theory of change, simplify governance structures, lighten human resource needs and contextualize M&amp;E approaches to streamline and simplify reporting.</p> <p>7R: Participatory M&amp;E provides important opportunities for cross-learning and can strengthen government and civil society collaborations on ending VAWG/HP by building</p>

<b>Methodology and analysis</b>	<p><b>Identification of factors and determinants that contributed/hindered progress towards results using a comparative analysis of the eight countries and comparator countries.</b></p> <p><b>Understanding how the design, management, institutionalization and context plays a role in the programme results in order to maximise results for future programmes design and performance.</b></p> <p><b>Analysis of strengths and weaknesses of the SI and how these can inform the design and other complex programmes, particularly those addressing issues such as EVAWG globally.</b></p> <ul style="list-style-type: none"> <li>• Analysis of data collected through methodologies noted for Q1-Q6 with a focus on identifying key lessons and good practices that can be further developed in Spotlight 2.0 and may also be shared among other countries re: effective and innovative interventions to combat VAWG/HP</li> <li>• Synthesis of lessons learned from other evaluations and assessments</li> <li>• Analysis of good practices and challenges in design/operations/management of complex joint programs that can guide and strengthen future initiatives and further United Nations reform processes</li> </ul>
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## Annex D: Stakeholder Mapping

Table 3: Stakeholder Map

	Stakeholder / group	Interest in the evaluation	Engagement in the evaluation
Initiative Headquarters	Spotlight Initiative Secretariat	<i>Key Interests: Global decision-making and strategy-setting, providing guidance and technical support to country teams, reporting, resource mobilization and interacting with donors at HQ level</i>	Primary users of the evaluation results to inform development and planning of Spotlight 2.0.
	Executive Office of the Secretary-General		Reference group members
	Development Coordination Office		Day-to-day focal points (facilitating access to key documentation, existing analysis, and sources for primary data collection)
	Multi-Partner Trust Fund Office		Key informants Participation in validation Participation in co-creating recommendations
United Nations Entities	<p><i>Key Interests: Implement initiative, liaise with and collaborating with the Initiative HQ at the global level, and help with agency coordination and support within country teams</i></p> <p><i>For non-Spotlight Initiative countries, learning from Spotlight model and any lessons learned on implementation of the Initiative</i></p>	<p>Primary users of the evaluation findings, which will inform their approaches to future programme design and implementation.</p> <p>Key informants</p> <p>Reference group members</p> <p>Participation in validation</p> <p>Participation in co-creating recommendations</p>	
Regional and National Focal Points	Spotlight Initiative regional and national coordinators	<i>Key Interests: Programme design and implementation, country-level reporting, interaction with donors and political leadership at country/region level</i>	Primary users of the evaluation results.
	Resident Coordinators		Implementation of Spotlight 2.0 and future interactions with other stakeholders will be guided by findings from the evaluation. Key informants
	Regional DCO directors		Evaluation reference group Participation in validation Participation in co-creating recommendations
Civil Society	Global, Regional and National Civil Society Reference Group members	<i>Key Interests: Accountability and advocacy partner, advising on the Initiative's strategy and funding allocation, programme design and implementation, governance, TOC contextualization</i>	Civil society actors at country-level will participate in the evaluation as key informants.
	Civil society advocates		A representative will be part of the reference group. Participation in validation Participation in co-creating recommendations
Beneficiaries	Beneficiaries	<i>Key Interests: benefiting from the interventions</i>	Secondary users of the evaluation results Key informants
Spotlight Countries	Government of Spotlight Initiative countries	<i>Key Interests: implementing Spotlight Initiative interventions</i>	Primary users of the evaluation results for accountability and to inform interventions in area of VAWG Key informants

<b>Non-Spotlight countries</b>	Government of non-Spotlight Initiative countries	<i>Key Interests: implementing VAWG interventions outside of Spotlight</i>  <i>Learning from Spotlight Initiative model</i>	Secondary users of the evaluation results  Key informants
<b>European Commission</b>	European Commission (EU stakeholders all levels)	<i>Key Interests: Provision of funding, accountability, participation in decision-making and strategy-setting, interaction with Initiative, United Nations entities and other partners (e.g., CSOs) at HQ and region/country level</i>	Primary users of the evaluation results for accountability and to inform potential future approaches to funding efforts (in gender-based violence or other thematic programmes).  Key informants  Reference group  Participation in validation  Participation in co-creating recommendations
<b>Donors</b>	Donors other than EU	<i>Key Interests: Provision of funding to initiatives in the area of VAWG, implementing VAWG initiatives</i>	Primary users of the evaluation results to inform potential future approaches to funding efforts VAWG.  Key informants
<b>Pooled Funds and Partners</b>	Pooled Funds (Joint SDG Fund, Peacebuilding Fund, Women's Peace and Humanitarian Fund, United Nations Trust Fund)	<i>Key Interests: Influence on, and inspiration from, Initiative design, collaboration with Initiative on implementation, evaluation of Initiative impact</i>	Primary users  Lessons and findings on pooled fund management may be relevant to other pooled funds looking to improve administrative processes.

## Annex E: Methodology

### Stakeholder sampling

Targets for key informant interviews were informed by stakeholder mapping and a purposeful sampling strategy focused on ensuring diversity of stakeholder groups with a view to capturing multiple viewpoints and experiences. Feedback and input were provided from programme personnel at country, regional and global levels, working with the evaluation team to ensure representation across groups in line with mission protocols. See Annex D for stakeholder mapping.

### Sampling for country selection for case studies

The sampling process for the selection of country case studies was conducted as part of the scoping and evaluability assessment, validated by the Quality Assurance Panel (QAP) and Evaluation Reference Group (ERG). Purposeful sampling criteria applied for country selection were as follows:

- Range of country sizes (population)
- Mix of small and large programmes (budget)
- Geographical diversity to examine lessons learned in different national contexts
- Diverse socio economic classifications
- Programme funding to a broad range of recipient United Nations agencies, including non-resident agencies
- Mix of countries assessed as high, medium and low performing based on mid-term assessments
- Range of countries at different levels of gender parity as indicated by the Gender Development Index (GDI) and Gender Inequality Index (GII).

### Counterfactual missions

The evaluation team examined the status of programming to combat VAWG and harmful practices in one country not part of the Spotlight Initiative for each of the five regions of the Initiative. The purpose was to gain an understanding of how countries outside the Spotlight Initiative have been able to identify and respond to the challenge of VAWG and harmful practices and gain insights and understanding of any effects of the Spotlight Initiative that may extend or “spill over” from programme to non-programme countries. The extent to which the United Nations in non-programme countries has worked as a collective to address VAWG and harmful practices was also reviewed.

Counterfactual missions were conducted over two days with support from the Resident Coordinator and their Office (RC/RCO) in each country to support the methodology in line with the mission guidelines, shared in advance of each mission. Results from counterfactual missions were utilized by the evaluation team as a point of contrast to inform evaluation findings around specific areas of investigation as highlighted in the evaluation report.

### Sampling for country selection

The evaluation identified one country in each region that served as a reasonable “match” to a case study country based on status of VAWG and harmful practices as measured by SDG 5.2.1, the presence of core RUNOs, and other identifying factors as detailed below.

Table 4: Counterfactual case study countries

Country	Region	Spotlight Initiative approved budget (USD)	Recipient United Nations Organizations (RUNOs)/ UN Women presence	Income level	Population	GDI group	Gender Inequality Index (GII)	SDG 5.2.1
Guyana	Caribbean	4,105,441	UNDP, UNFPA, UNICEF, UN Women	Upper-Middle	790,329	1	0.454	8.5
Suriname	Caribbean		Multi-Country Office Caribbean – UN Women Representative	Upper-Middle	618,040	1	0.427	5.9
<i>Suriname is a close match to Guyana in GDI, GII, population, income and UN Women governance via MCO. Suriname has a lower SDG 5.2.1.</i>								
Argentina	Latin America (South)	7,714,286	ILO, UNDP, UNFPA, UNICEF, UNODC, UN Women	Upper-Middle	45,808,747	1	0.287	3.7
Honduras	Latin America (Central)	10,285,715	UN Women, UNFPA, UNICEF, UNDP	Low-Middle	10,062,994	2	0.431	6.8
Colombia	Latin America (South)		UN Women CO Representative (RA)	Upper-Middle	51,874,024	1	0.424	10.0
<i>Colombia is a close match to Argentina in GDI, population, income level while having a higher GII and higher SDG 5.2.1 stats.</i>								
Malawi	Africa	28,571,429	UNDP, UNFPA, UNICEF, UN Women	Low	19,647,681	2	0.554	15.2
Mozambique	Africa	28,571,429	UNDP, UNFPA, UNICEF, UN Women	Low	32,163,045	4	0.537	15.7
Nigeria	Africa	35,714,286	UNDP, UNICEF, UN Women, UNESCO, UNFPA	Low-Middle	211,400,704	5	0.680	11.7
Zambia	Africa	(UNTFEVAW 632,075)	No UN Women physical presence (NRA)	Low-Middle	20,017,675	2	0.540	25.2
<i>Zambia is a close match to Malawi in GDI, GII, population, income level while having higher SDG 5.2.1 stats. No UN Women CO presence. UNFPA is present. Zambia is also a good match to Mozambique.</i>								
Kyrgyzstan	Asia	6,714,286	UN Women, UNDP, UNICEF, UNFPA, UNODC	Low-Middle	6,694,200	2	0.370	11.6
Uzbekistan	Asia		No UN Women physical presence (NRA)	Low-Middle	35,648,100	3	0.227	..
<i>Uzbekistan is a good match to Kyrgyzstan in GDI, GII, income level while having higher population. No SDG 5.2.1 stats available. No UN Women CO presence. UNFPA is present.</i>								
Samoa	Pacific	\$ 4,142,857	UNDP, UN Women, UNFPA, UNESCO, UNICEF	Low-Middle	200,144	2	0.418	13.5
Tonga	Pacific		Multi-Country Office (Fiji)- UN Women Representative	Upper-Middle	106,858	2	0.631	12.1
<i>Tonga is a good match for Samoa given limited country options in the Pacific. Both Islands have a similar SDG 5.2.1 stat, with high rates of VAWG.</i>								

## Methodology for counterfactual missions

The methodology relied on targeted secondary data review and key informant interviews. Requested documents included:

- UNSDCF
- Targeted prodocs on gender-based violence

- Joint programme documents targeting EVAWG (where existing)
- National laws and policies on ending VAWG and harmful practices
- National action plans on ending VAWG and harmful practices and budget allocations (where available).

Targets for key informant interviews included:

- United Nations Resident Coordinator
- Resident Coordinator Office specialist in gender equality, human rights and inclusion
- Technical specialists on gender-based violence issues or GEWE from UNICEF, UNFPA, UN Women, or UNDP
- Head of United Nations gender coordination mechanism and/or relevant results group with responsibility for programming on ending VAWG and harmful practices
- Representative from the European Union mission responsible for GEWE
- Representative of bilateral development agency supporting action on VAWG and harmful practices in the country
- Lead technical staff on ending VAWG and harmful practices from the Ministry of Gender or its equivalent
- Representatives of at least two civil society organizations active in preventing gender-based violence.

## Key questions

Semi-structured key informant interviews were guided by the following questions:

1. How would you describe the **challenge** of violence against women and girls (VAWG) and harmful practices (HP) in this country? Have there been any **changes** to these problems over the last four years, including during the pandemic?
2. Can you describe the overall **national response** to VAWG and harmful practices? Is there a national action plan or strategy? Which stakeholders are engaged among the government, the United Nations, bilaterals, civil society organizations, others?
3. Which **institutions or agencies** (including United Nations entities) have provided leadership on addressing the challenge of VAWG and harmful practices including:
  - Targeting inequitable laws and policies (the legal framework)
  - Strengthening institutions
  - Challenging harmful social norms, attitudes and behaviours
  - Strengthening services, access to justice and referral systems
  - Strengthening data and tracking systems to make the issue of VAWG more visible
  - Support to civil society and movement building?
4. How has the **UNCT worked to address VAWG** and harmful practices in this country? What has been the role of the Resident Coordinator? What role have UNICEF, UNFPA, UN Women and UNDP played in leading support in this area?
5. Has the Government or UNCT drawn on the experience gained by the Spotlight Initiative at the country, regional or global level to **influence** national approaches to combat VAWG and harmful practices?
6. Is the Spotlight Initiative **visible** in this country? Can you point to examples of Spotlight Initiative knowledge products, advocacy tools or global and regional advocacy that has helped to strengthen efforts to address VAWG and harmful practices in this country?
7. What are the key **challenges and opportunities** for addressing VAWG and harmful practices in this country? How can the United Nations Country Team and other stakeholders better support the national response to VAWG and harmful practices?



## Analytical approaches utilized

The team utilized the following methods to analyse data:

- **Descriptive analysis** was used to understand the contexts within which the programme functioned to support the elimination of violence against women and girls. For each country and regional mission, a document review, key informant interviews and focus group discussions supported contextual analysis, which was included as part of country case study and regional mission reports.
- **Content analysis** was utilized by the evaluation team to analyse primary and secondary data in order to arrive at synthesis reports at the end of country and regional missions that identified key findings against the evaluation questions. Reports were shared with key stakeholders for review and validation. Findings from case studies and missions were combined with analysis of global interviews and secondary data as well as other evaluative evidence to identify common trends, themes and patterns for each of the key evaluation questions. The evaluation team consolidated the themes and trends from the various data sources (case studies, regional missions, counterfactuals, global interviews, global survey, secondary documents and databases) against the areas of investigation to ensure triangulation of all data and rigorously test the confidence of findings.
- **Contribution analysis** was employed to support a better understanding of results in relation to the Spotlight Initiative interventions and other external factors. The team employed contribution analysis as the lens through which outcome-level and higher order changes were viewed in line with good practice in evaluating complex social change processes.
- **Comparative analysis** was used to examine findings across different countries (including comparator countries), regions, themes, or other criteria to identify the extent to which findings and lessons learned were universal or unique. Comparative analysis was used during the consolidation workshop and wider analysis phase to identify consistency of patterns in relation to findings.

## Most significant change methodology

The most significant change methodology is a qualitative and participatory form of evaluation based on the collection and selection of stories of reported changes. The methodology was adapted for use during country case studies and regional missions to provide insights into higher-order changes that the initiative contributed to in selected countries and regions.

The methodology asked all stakeholder interviewees to think beyond programme activities to the broader level of effects overall with an answer to the following question: “Based on your experience with the programme, what would you say has been the most significant change that has occurred that can be at least partly attributed to the Spotlight Initiative?”

Answers were collected and synthesized to arrive at a list of between four and eight statements that represented the most common perceptions of changes that had occurred based on the experiences and knowledge of diverse stakeholders interviewed during the missions.

For country case studies, a participatory workshop was held to share preliminary findings as well as the synthesis of most significant change statements. Workshop participants discussed and individually voted on the changes that they felt were the most significant from the shortlist, noting that some of the changes identified interacted with each other for greater impact. A facilitated discussion led to group consensus on which changes were deemed to be the most significant. The group then identified which pillars directly supported the change, and which pillars provided indirect support.

To address this issue, the workshop concluded with a dialogue to support collective understanding of the principle of “transformative change” in the context of the Spotlight Initiative, drawing on the definition put forth in the *Handbook on Gender Mainstreaming*:<sup>19</sup> “Gender transformative results promote changes in sociocultural norms, values, attitudes and practices, as well formal and informal power structures and processes.”

## Integration of gender, age, disability, intersectionality and human rights-based approaches

### Evaluability assessment

During the inception phase, the evaluation team consulted with United Nations gender focal points, human rights advisors, senior managers and programme managers working on ending violence against women and girls (EVAWG), as well as outside experts including women’s and children’s rights organizations, disability rights organizations, national gender machineries, and academic researchers on EVAWG on the design of the evaluation questions, criteria, and scoping of data sources. Evaluation stakeholders (particularly end users of the evaluation inclusive of civil society) participated in interviews to share their expectations and needs related to the evaluation products and process.

### Questions and criteria

As a result of initial discussions and scoping, various gender dimensions and human rights-based approaches were included in the evaluation questions and ensured in the evaluation design, implementation and findings. In line with the Spotlight Initiative’s theory of change, cross-cutting principles of mainstreaming women’s empowerment, leaving no one behind (LNOB), civil society organization (CSO) engagement and participation were integrated into questions related to the relevance and effectiveness. Within the principle of LNOB, specific attention was given to the inclusion and identification of groups of women, girls, men and boys most left behind in the design and architecture of the Spotlight Initiative. These groups varied depending on the context, but included women and girls who are survivors of violence, women and girls living in remote and rural areas and from ethnic minorities and indigenous communities, women and girls with disabilities, women and girls with albinism, women and girls living with HIV.

The evaluation team also explored the extent to which the design and architecture of the Spotlight Initiative recognized and responded to intersectional inequalities, bearing in mind that vulnerable groups are not homogenous, and individuals may experience multiple and overlapping inequalities and vulnerabilities based on gender, age, disability, sexual orientation and other identity characteristics. In addition, the evaluation explored how women’s empowerment, LNOB principles and civil society organization engagement and participation were considered in civil society reference group structures at the national, regional and global levels, and their impact on models of shared governance, leadership and coherence.

Key to incorporating gender and human rights into the evaluation was the criteria established for selecting key informants in the field-based country case studies and regional programme consultations. The evaluation explored how women, girls, men and boys were selected to participate in programme activities, how these programmes targeted the most vulnerable and “farthest behind”, and, where possible, included them as informants in line with ethical and safety considerations.

### Stakeholder analysis and data collection tools

During the inception phase, the evaluation team conducted a stakeholder analysis, which included a focus on human rights and gender equality. Using information from this analysis, the evaluation team developed evaluation methods and data collection processes responsive to gender equality and human rights issues. For example, a differentiated focus group methodology was developed informed by gender equality and human rights considerations. In several instances, focus groups were designed as women- or adolescent girl-only spaces to reflect their voices and experiences in a safe environment with facilitators and interpreters of the same

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19. UN Women 2022:42.

sex, adhering to safety and ethical protocols (see Annex H). In other contexts, mixed-sex focus group discussions were conducted in ways that sought to mitigate potential barriers and sources of exclusion, such as unequal power relations, discriminatory practices, and harmful social and gender norms inherent within communities and wider society. While the evaluation team recognized constraints in conducting mixed-sex discussions, in specific contexts, having men and women in the same group helped each group reach a consensus on the probable pathways to shift gender dynamics in favour of men's increased involvement in efforts to EVAWG. The evaluation team took measures to ensure that women participated freely in discussions. For example, both men and women were consulted on participating in the mixed groups prior to participation and gender considerations informed selection of moderators and facilitators to encourage equal participation, taking into account power differentials among focus group participants based on gender, age or other intersecting factors.

Data collection tools developed by the evaluation team integrated gender equality and human rights, in particular in the interview protocols and global survey, and a mixed methods approach was applied, involving a blend of qualitative and quantitative data and analysis methods to achieve a balance in approaches and to support the validation of data and findings through triangulation. During the data collection phase, the evaluation supported the empowerment of rights holders through the use of participatory methods. As part of country case study methodology, evaluation stakeholders were actively involved in contributing to the preliminary findings of the case study through a process that followed participatory principles and emphasized the voices of civil society, including women's rights organizations and those from marginalized groups, in assessing change.

Site visits conducted during the case studies supported the integration of gender equality and human rights by ensuring that the views of the most excluded groups of women and girls were represented and actively involved in the evaluation activities. To reach these populations, the team worked through RUNOs and their implementing partners to access marginalized populations and ensure their participation, in line with safety and ethical considerations. This involved measures such as providing sign language services during focus group discussions with deaf women. The evaluation was conducted in accordance with professional ethics and standards, including the principle of "do no harm", to minimize risks to evaluation participants. A protocol was in place during field site visits to ensure the safety and well-being of everyone directly or peripherally involved (refers to Annex H for the detailed protocol). All stakeholders were informed the evaluation was being conducted independently and that their participation in the evaluation was voluntary as well as being confidential and anonymous.

Throughout the evaluation, disaggregated data were sought and used by the evaluation team wherever possible and lists of evaluation stakeholder participants were disaggregated by gender during primary data collection.

### Results framework analysis

The final evaluation explored evidence of progress against the global results framework, as well as other results such as SDG localization, innovation, qualitative significant changes, and the impact or reach of advocacy, communications and knowledge management to influence behaviour change in EVAWG. In this context all programme indicators in the results framework were investigated. Attention was given to how indicators captured gender equality and human rights issues (for example, laws and policies that guarantee the ability of women's rights organizations and women's human rights defenders to advance the human rights agenda, addressing supply and demand-side barriers to ending VAWG-related services, engaging men and boys to EVAWG), and whether they contributed to mainstreaming the engagement and participation of women's empowerment, LNOB and civil society organizations. For example, the team assessed whether indicators in the results framework captured data on populations of engaged women, girls, men and boys, as well as other levels of disaggregation.

## Annex F: Data Collection Tools

### Annex F-1: Protocols for Case Study Country Missions

#### Purpose of the Protocol

The purpose of this note is to provide the evaluation team, the Office of the Resident Coordinator, and the Spotlight Initiative Coordinator with a draft operational plan for the country case study mission which is tentatively scheduled to occur from team arrival on \_\_\_\_\_ to departure on \_\_\_\_\_ (seven working days, excluding weekends). The note also lays out the support requested by the evaluation team from the SI Program Management Unit to facilitate the successful completion of this important element in the evaluation.

#### Participants in the Mission

The evaluation team will be composed of (name, title) and (name, title).

#### Objectives and Scope

The purpose and objectives of the evaluation are detailed in the attached Terms of Reference. The country case studies serve the essential purpose of identifying overarching patterns (and notable differences) characterizing the operations of the Spotlight Initiative at country level in varying contexts. Country case studies will also produce findings useful for improving the effectiveness of efforts to combat Violence Against Women and Girls (VAWG) and Harmful Practices (HP). Each case study will also assess the extent that SI was able to contribute to results (including transformative changes) in combatting VAWG/HP in the country. Each case study will also highlight key lessons learned in how to design, implement and monitor effective integrated programming to combat VAWG/HP.

Country case studies do not serve as evaluations for country programs, and they are not designed to support a comparative analysis of Spotlight Initiative effectiveness among countries. Findings from case studies, including results from the participatory evaluation workshop,<sup>20</sup> will be shared with the RC and SIC in the form of a short (four-page) report for feedback and validation. While taking note of the different contexts across countries, the case studies will allow the evaluation to focus on commonalities and differences which illustrate issues related to the seven areas of investigation.

#### Core Evaluation Questions

The country case studies will each address seven key areas of investigation, each with its own key evaluation question.

#### AOI 1 – Programme Design

Q1: What are the key strengths and weaknesses of the design of the Spotlight Initiative, including the whole systems approach and the six pillars with cross-cutting principles? To what extent has the Spotlight Initiative design process and programme scope influenced results, coherence, stakeholder participation and flexibility and suitability to global, regional and national contexts?

#### AOI 2 – Management and Operationalization

Q2: To what extent has the Spotlight Initiative put in place adequate resources and systems at all levels to achieve the results as articulated in the theory of change and the results framework? What have been the strengths and challenges as a result of the processes established and resources put in place at the headquarters, country and regional levels including management and administrative systems (for example, architecture, personnel, capacities, finances)?

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20. Country case study missions will include qualitative assessments from stakeholders of the most significant changes that SI has contributed to as a means of understanding impacts outside of the six-pillar structure. A participatory workshop will also offer a chance to further explore high-level results and assess the potential for identified changes to contribute to 'transformative change'.

**AOI 3 – Governance, Leadership and Coherence**

Q3: To what extent has Spotlight programming been coherent at country, regional and global levels? To what extent were the right stakeholders (including marginalized groups) engaged and to what extent have key actors at all levels demonstrated the required engagement, ownership and shared responsibilities and decision-making? What evidence is there of collaborative partnerships across the United Nations, government, European Union and civil society organizations?

**AOI 4 - Results and Progress**

Q4: To what extent have the results achieved by the Spotlight Initiative provided a robust proof of concept for the theory of change and the six pillars whole systems approach with cross-cutting principles, including evidence of progress against the results framework plus other results such as SDG localization and acceleration; innovation; qualitative significant changes; and the impact or reach of advocacy, communications and knowledge management to influence change?

**AOI 5 - United Nations Reform and New Ways of Working Together**

Q5: To what extent has the Spotlight Initiative been able to operate as a shared system to achieve a common purpose? In particular, how has United Nations reform supported the Spotlight Initiative and how has the Spotlight Initiative supported reform? Is there credible evidence of a collaborative systems approach to working internally and with external stakeholders on the Initiative (and beyond)?

**AOI 6 – Sustainability and Forward Looking**

Q6: To what extent has the Initiative demonstrated sustainable changes in line with plans including evidence of institutionalization and ownership? What are the risks of a return to less joined approaches?

**AOI 7 - Lessons Learned for Models of Integrated Programming**

Q7: What are the key strengths and weaknesses in design, systems, targets, operations, management structure, architecture and donor base of the Spotlight Initiative that have implications for design of other complex programmes (including VAWG) and United Nations reform? How can these lessons be applied at all levels?

These questions will be explored through document reviews and key informant interviews / small group discussions during the country case study mission as described below. The mission will conclude with a participatory evaluation workshop involving key stakeholders to assess SI contributions to most significant changes in the country and the extent to which identified changes may lead to transformational results.

**Mission Schedule**

The country case study mission will encompass seven working days (Monday-Friday of Week 1 and Monday-Tuesday of Week 2). The evaluation team will use weekend days for travel and analysis and preparation of the preliminary findings for the workshop.

Key informant interviews and small group discussions will normally be scheduled for a period of 45 minutes to one hour. The general flow of the mission is planned as follows.

**Preceding the Mission**

- Joint meeting between evaluation team, designated focal point for the mission and senior leadership as needed
- Provision of background documents to evaluation team electronically (see annex)
- Draft schedule for mission provided to team by designated focal point for the mission; logistics arranged

**Weekend Prior to Mission Start**

- Team arrival

**Workday 1 (Monday Week 1)**

- Meeting with the Spotlight Initiative Coordinator and focal point to review and finalize schedule and logistics
- KII with RC
- KII with Head of RCO and relevant staff as appropriate
- Small group discussion with SI PMU
- Small group discussion with SI RUNO technical staff
- Small group discussion with SI RUNO operational staff

**Workday 2-3 (Tuesday to Wednesday Week 1)**

- KII with each Head of Agency of SI RUNOs
- Interview with head of Gender Theme Group or other inter-agency groups working on GEWE or VAWG/HP
- KII / small group discussion with staff of the European Union supporting the SI (including ambassador level as appropriate)
- KII with 2-3 partners in the national government including, potentially, the Ministry for Gender or its equivalent, Ministry of Employment, Ministry of Labor, and Ministry for Health - TBD for each mission
- KII with 1-2 bilateral agencies (donors) active in supporting programming to combat VAWG/HP<sup>21</sup>
- Small group discussion with members of civil society reference group

**Workday 4-5 (Thursday to Friday Week 1)**

- Site visits to selected program sites. Site visits to include interactions with IPs (including KIIs with grassroots CSO and local government partners and others as relevant) as well as discussions with beneficiaries

**Weekend (Saturday – Sunday)**

Team undertakes review/analysis to develop findings and plan workshop

**Workday 6 (Monday Week 2)**

- Preliminary debriefing and follow-up meeting with the SI Coordinator and PMU to discuss issues that may require clarification
- Planning and preparations for evaluation workshop
- A meeting of the RUNO staff to allow the evaluation team to present a Powerpoint Presentation with preliminary findings of the case study and to receive feedback and validation from UNCT members

**Workday 7 (Tuesday Week 2)**

- Half-day participatory assessment workshop with key stakeholders (RUNOs, SI Coordinator, PMU, CSO, Government and other IPs) on SI contributions to most significant changes in the country to eliminate violence against women and girls and to identify how work within and across the SI pillars contributed to identified changes. The workshop will facilitate a process by which participants will assign values to the extent to which identified changes may qualify as 'transformational' based on a common definition.
- Debriefing meetings as needed

**Wednesday Week 2 – team departure****Support Requested from the Spotlight Initiative Coordinator and PMU**

The following support to the evaluation team is requested:

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21. Between 2016 and 2021, the EU, Canada, Norway, Sweden, Australia, Spain, Germany, and the UK were the largest cumulative contributors to EVAWG globally ([OECD.stat](#) viewed July 2023).

- Provision electronically of key background documents in advance of the mission: SI programme design and proposal, annual narrative and results reports, communications and knowledge products, Medium-Term Assessment Reports, etc.
- Identifying and arranging meetings with key informants as described in the overall schedule above.
- Translation (if needed) for external meetings.

### Requested Background Documents

- SI Coordinator TOR
- Key documents detailing the design process
- Any country programme M&E data outside of annual reporting
- Meeting agendas and minutes of National Steering Committee
- Meeting agendas and minutes of National Civil Society Reference Group
- Meeting agenda and minutes of bi-lateral meetings with EUD (if applicable)
- Any relevant documentation on resource mobilization
- UNCT Communications Group annual work plans 2018 to present (if available)
- UNCT Gender Theme Group annual work plans 2018 to present (if available)
- Up to five (5) knowledge products that you deem to be most important/critical<sup>22</sup>

### Centrally held documents

- \*SI country programme design
- \*Annual narrative and results reports
- \*Mid-Term Assessment Reports

\*Noting that these are generally centrally held, we have already assembled folders for these documents with support from the secretariat in efforts to minimize field workloads. We will flag for you specific requests for any missing documents from our collections.

## Annex F-2: Guidelines for Regional Programme Missions

### Background

The United Nations System-Wide Evaluation Office is undertaking a final evaluation of the Spotlight Initiative (SI). A key element in the evaluation is a set of field-based country case studies of Spotlight Initiative Country Programmes in eight of the 26 SI programme countries. In addition, the evaluation will examine SI regional programmes and their contribution to overall programme results.

Members of the evaluation team will conduct a short (two working day) visit to the Regional SI Office in each of the five SI Regions (Africa, Asia, Caribbean, Latin America, Pacific). These visits will normally occur immediately after completion of a country case study mission in the relevant region.

### Methodology

During the regional programme consultations, the team will meet in person (or virtually when a regional key informant is not located in the same city) with selected key informants:

- Regional Director or equivalent
- Regional Coordinator and Staff of the Regional SI Office
- EU Delegations responsible for the Regional Programmes
- Selected Heads of regional RUNOs and/or technical staff from RUNOs
- Regional Reference Group (CSO)

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22. The Spotlight Initiative has produced a large volume of knowledge products (KPs) at all levels as per the 'Spotlight Initiative Global Knowledge Product Tracker' (June 2023). Please select and share with us up to five KPs produced by the country program that you deem to be the most important and/or critical to success.

- Regional Steering Committee members (as applicable if not already covered above)
- Associate regional United Nations agencies (as applicable)
- Regional partners (e.g. committees and networks – variable by region)
- Head of regional United Nations Gender Theme Group (as appropriate)

### Areas of Investigation/Key Questions

During the regional consultations, the evaluation team will cover a set of seven areas of investigation which are consistent with the overall evaluation approach and content, adjusted to capture the regional programme perspective including inquiries into the extent to which regional and country programs were mutually reinforcing.

#### **AOI 1 – Programme Design**

Q1: What are the key strengths and weaknesses of the design of the Spotlight Initiative, including the whole systems approach and the six pillars with cross-cutting principles? To what extent has the Spotlight Initiative design process and programme scope influenced results, coherence, stakeholder participation and flexibility and suitability to global, regional and national contexts?

#### **AOI 2 – Management and Operationalization**

Q2: To what extent has the Spotlight Initiative put in place adequate resources and systems at all levels to achieve the results as articulated in the theory of change and the results framework? What have been the strengths and challenges as a result of the processes established and resources put in place at the headquarters, country and regional levels including management and administrative systems (for example. architecture, personnel, capacities, finances)?

#### **AOI 3 – Governance, Leadership and Coherence**

Q3: To what extent has Spotlight programming been coherent at country, regional and global levels? To what extent were the right stakeholders (including marginalized groups) engaged and to what extent have key actors at all levels demonstrated the required engagement, ownership and shared responsibilities and decision-making? What evidence is there of collaborative partnerships across the United Nations, government, European Union and civil society organizations?

#### **AOI 4 - Results and Progress**

Q4: To what extent have the results achieved by the Spotlight Initiative provided a robust proof of concept for the theory of change and the six pillars whole systems approach with cross-cutting principles, including evidence of progress against the results framework plus other results such as SDG localization and acceleration; innovation; qualitative significant changes; and the impact or reach of advocacy, communications and knowledge management to influence change?

#### **AOI 5 - United Nations Reform and New Ways of Working Together**

Q5: To what extent has the Spotlight Initiative been able to operate as a shared system to achieve a common purpose? In particular, how has United Nations reform supported the Spotlight Initiative and how has the Spotlight Initiative supported reform? Is there credible evidence of a collaborative systems approach to working internally and with external stakeholders on the Initiative (and beyond)?

#### **AOI 6 – Sustainability and Forward Looking**

Q6: To what extent has the Initiative demonstrated sustainable changes in line with plans including evidence of institutionalization and ownership? What are the risks of a return to less joined approaches?

#### **AOI 7 - Lessons Learned for Models of Integrated Programming**

Q7: What are the key strengths and weaknesses in design, systems, targets, operations, management structure, architecture and donor base of the Spotlight Initiative that have implications for design of other complex programmes (including VAWG) and United Nations reform? How can these lessons be applied at all levels?



Preliminary findings against relevant AOIs will be shared with the Director and the Coordinator following completion of the mission to allow for feedback and validation. Findings will be contrasted and consolidated across the five regions for identification of wider trends as well as important lessons.

### Requested Background Documents

SI Regional Coordinator TORs

Any regional programme M&E data outside of annual reporting

Meeting agendas and minutes of Regional Steering Committee

Meeting agendas and minutes of Regional Civil Society Reference Group

Meeting agenda and minutes of bi-lateral meetings with EUD (if applicable)

Any relevant documentation on resource mobilization

Up to five (5) knowledge products that you deem to be most important/critical<sup>23</sup>

### Centrally held documents

\*SI regional programme design

\*Annual narrative and results reports

\*Mid-Term Assessment Reports

## Annex F-3: Final Evaluation of the Spotlight Initiative Guiding Interview Questions

The evaluation team will be conducting interviews and small group discussions with a wide range of stakeholders including representatives from the United Nations, government, development partners, civil society organizations and beneficiaries. The interviews will be semi-structured and will vary in focus depending on the role and experience of the interviewee(s).

The **main questions** guiding the interview process are guided by the evaluation seven areas of investigation. Not all questions or Areas of Investigation (AOI) will be relevant in every interview.

### AOI 1 – Programme Design

Q1: What are the key strengths and weaknesses of the design of the Spotlight Initiative, including the six pillars approach?<sup>24</sup>

### AOI 2 – Management and Operationalization

Q2: What have been the strengths and challenges in relation to the Initiative operations, including the management architecture and administrative systems?

### AOI 3 – Governance, Leadership and Coherence

Q3: What is the evidence of collaborative partnerships between United Nations, Government, EU and CSOs in the Spotlight Initiative? Are there any changes in actors' abilities to demonstrate shared responsibilities and ownership?

### AOI 4 - Results and Progress

Q4: What are some of the key results that have been achieved with support from the Spotlight Initiative. **Based on your experience with the programme, what would you say has been the most important change that has occurred that can be at least partly attributed to the Spotlight Initiative?** Why do you see this change as the most significant?

23. The Spotlight Initiative has produced a large volume of knowledge products (KPs) at all levels as per the 'Spotlight Initiative Global Knowledge Product Tracker' (June 2023). Please select and share with us up to five KPs produced by the regional program that you deem to be the most important and/or critical to success.

24. Six pillars: 1) laws and policies; 2) institutions; 3) prevention; 4) protection; 5) data; and 6) civil society and movement building.

**AOI 5 - United Nations Reform and New Ways of Working Together**

Q5: Based on your experiences, has the United Nations been able to demonstrate a collaborative inter-agency approach to working under the Spotlight Initiative?

**AOI 6 – Sustainability and Forward Looking**

Q6: To what extent are the changes supported by the Spotlight Initiative sustainable? What is the evidence (including institutionalization and ownership)? What are the risks?

**AOI 7 - Lessons Learned for Models of Integrated Programming**

Q7: What are the key lessons we need to learn from the Spotlight Initiative?

## Annex G - Survey

### Purpose and methodology

As part of this final evaluation, the evaluation team conducted an online survey for Spotlight Initiative stakeholders to inform the six evaluation findings. The evaluation team developed a ten-minute survey tool through the platform Jotform in English, French and Spanish, which was shared with stakeholders of all 26 Spotlight Initiative programmes, namely the European Union, the Resident Coordinators and their Offices and RUNO offices, who in turn distributed the survey to implementing partners and government officials. The survey contained 28 questions around the six areas of investigation: 22 closed questions, and 6 open-ended questions. One scale was applied to all 22 closed questions: strongly agree, agree, neither agree nor disagree (neutral option), disagree, strongly disagree.

A draft survey outline was shared with the Quality Assurance Panel (QAP) and the Executive Director of the System-Wide Evaluation Office (SWEO) in mid-January 2024. A testing process was done in four phases, involving the members of the evaluation team, one member of the Spotlight Initiative Global Secretariat and Spotlight Initiative coordinators from Latin American and the Pacific regions. The survey garnered positive feedback from all stakeholders, who deemed it clear and user-friendly. Three individuals, each native in English, French, and Spanish, provided valuable insights, leading to language adjustments for question clarity. All suggested modifications have been carefully reviewed and implemented. The full set of final questions is shown in Table 3.

The UNSDG System-Wide Evaluation sent the survey on 31 January 2024, with a deadline of 16 February 2024. The survey was kept open for two weeks, with two reminders sent. The deadline was extended for two countries until 21 February 2024 due to internal firewall issues that prevented access.

The evaluation team received 249 responses from all 26 Spotlight Initiative programmes. The survey results are confidential, and responses have been anonymized. Despite the close-out of the programme and high turnover of Spotlight Initiative staff (with many having left their positions), the total number of responses and the distribution of the profiles, the sample is considered sufficient. The findings were triangulated with the findings from country studies, key informant interviews and documentation, which reinforced the survey findings. Quantitative data was analysed by examining frequencies and comparing different respondent groups. Qualitative information has been categorized and coded according to the questions posed. Anonymized open-ended responses were cited in the main report when relevant.

**Table 5: Survey questions and statements**

<b>Programme design</b>
The six pillar systems approach is a key strength of the Spotlight Initiative design, demonstrating a comprehensive approach to ending violence against women and girls.
The Spotlight Initiative design process was consultative and participatory, including all relevant stakeholders.
The programme design was well contextualized for the country, including an appropriate and strategic geographic focus.
Is there anything else you would like to express on the Spotlight Initiative design?
<b>Management and operations</b>
United Nations operational systems and processes (administrative and financial) enabled effective implementation of the Spotlight Initiative.
The programme structure of using Spotlight Initiative Phase I and Phase II added operational value.
The Spotlight Initiative Global Secretariat added value to the country level programme operationalization with timely guidance and support.
The Spotlight Initiative raised the visibility of the United Nations support in the country to ending violence against women and girls.
The Spotlight Initiative raised the visibility of the European Union support in the country to ending violence against women and girls.

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Is there anything else you would like to express on the Spotlight management and operations?

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### Governance

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There was strong ownership and shared responsibility across programme governance structures, including high level engagement from Government, United Nations, European Union and civil society organizations.

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The National Steering Committee was actively engaged and provided relevant strategic input and direction for the Spotlight Initiative.

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The Civil Society Reference Group was an important aspect of programme governance and provided value-added to the Spotlight Initiative.

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Is there anything else you would like to express on the Spotlight Initiative governance structure(s)?

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### Results

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The Spotlight Initiative Global Results Framework was adaptable to the national context and was well able to capture change and demonstrate results.

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The Spotlight Initiative incorporated the leave no one behind (LNOB) principle from the design phase onward and was able to reach some of the most vulnerable segments of society.

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The results of the country programme are understood by key stakeholders in the country and are considered to be in line with the investments made (programme budget).

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The Spotlight Initiative programme sufficiently engaged men and boys in ending violence against women and girls.

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Spotlight initiative knowledge products (e.g. research, guidance, assessments, modules, briefings) supported by the programme were well disseminated and utilized, making an important contribution to ending violence against women and girls.

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The work of the Spotlight Initiative Regional Programme made a positive contribution to the work of the country programme.

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Is there anything else you would like to express on Spotlight Initiative results?

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### United Nations reform

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Placing the Spotlight Initiative under the Resident Coordinator's (RC) overall leadership boosted visibility on gender-based violence, across the United Nations Country Team.

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The Spotlight Initiative fostered and enhanced collaboration among United Nations agencies to work together more effectively.

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The Spotlight Initiative further clarified specific United Nations agency mandates and comparative advantages in eliminating violence against women and girls.

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The Spotlight Initiative has led to further joint United Nations resource mobilization efforts to eliminate violence against women and girls in the country.

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Is there anything else you would like to express on Spotlight Initiative and United Nations reform?

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### Sustainability

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Spotlight Initiative activities have been designed and implemented in a manner that will promote sustainability after the programme's end.

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Spotlight activities have been successfully institutionalized within national and/or local governments or that activities of other key stakeholders.

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Is there anything else you would like to express on sustainability?

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## Results

### Profile of the respondents

Most of the 249 Spotlight Initiative survey respondents were from Mozambique (12 per cent; n=31), followed by Timor-Leste (10 per cent; n=25) and Guyana and Haiti (8 per cent each; n=19). Other countries, including Malawi, Trinidad and Tobago and Zimbabwe, had smaller representation, with each contributing 6 per cent (n=16) or less to the total responses. A very small percentage of respondents came from the other Spotlight Initiative countries, each accounting for less than 1 per cent of the total (n=1). While some Spotlight Initiative programmes had a higher volume of responses, all Spotlight Initiative programmes responded, highlighting the diverse geographic representation in the survey.

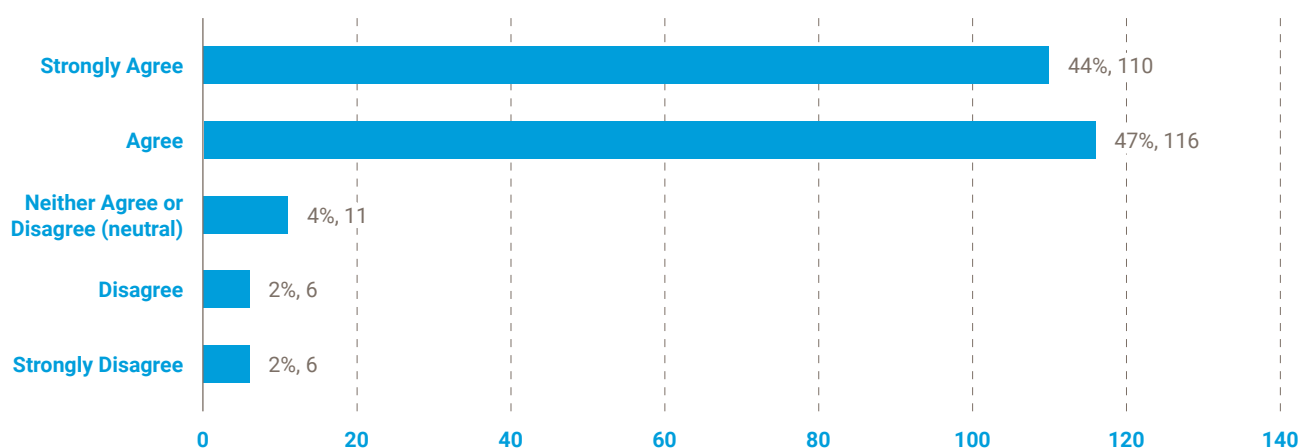
In terms of stakeholder type, most respondents were from RUNO (28 per cent; n=69), followed by implementing partners (18 per cent; n=45) and civil society groups (17 per cent; n=43). Government

stakeholders made up 11 per cent of the respondents (n=27), while the European Union delegation and the Spotlight Initiative Programme Management Unit had lower representation, contributing 7 per cent (n=18) and 6 per cent (n=15), respectively. While participation from EU delegations was smaller in percentage, out of 26 Spotlight Initiative programmes, 18 EU delegations have responded. This indicates that the survey captured a wide range of perspectives, with RUNO being the most prominent group among the respondents.

Regarding the duration of engagement with the Spotlight Initiative, most respondents reported being involved for either 4 years (24 per cent; n=61) or 3 years (24 per cent; n=60). Those with 2 years of engagement made up 22 per cent (n=54), while respondents with 5 years of involvement constituted 16 per cent (n=39). A smaller portion of respondents had been engaged for less than 1 year (8 per cent; n=20), and 6 per cent (n=15) marked “Other entries”. This distribution shows that the initiative has a stable base of long-term participants, with a consistent influx of newer stakeholders.

### Area of Investigation 1 - Design

**Figure 4: The six-pillar systems approach is a key strength of the Spotlight Initiative design, demonstrating a comprehensive approach to ending violence against women and girls.**



Source: Internal Spotlight Initiative survey conducted by evaluation team.

The design of the Spotlight Initiative was notably comprehensive, incorporating a six-pillar system approach that respondents identified as a key strength in the effort to end violence against women and girls. Of the respondents, 44 per cent (n=110) agreed, and 47 per cent (n=116) strongly agreed that the design was robust and effective. The design process was seen as highly consultative and participatory, engaging all relevant stakeholders, with only 2 per cent (n=6) strongly disagreeing with this assessment.

Further analysis shows that the contextualization of the Spotlight Initiative was highly regarded, with 49 per cent of respondents (n=123) strongly agreeing and 27 per cent (n=68) agreeing that the programme design was well suited to the country-specific contexts. Only a small fraction of respondents, 2 per cent (n=4), strongly disagreed with the effectiveness of this approach.

A total of 141 open-ended responses were received, revealing mixed feedback, particularly regarding the inclusivity and thoroughness of the consultation process. While some respondents praised the participatory nature of the design, which they felt effectively addressed beneficiaries' needs, significant concerns were raised about the limited involvement of grassroots organizations and the compressed timeline, which may have hindered stakeholder engagement and led to implementation challenges. Additionally, the responses emphasized the importance of tailoring actions to local contexts, as the top-down design approach often lacked sensitivity to grassroots perspectives and national ownership, despite efforts to align with national strategies.

Respondents to the open-ended questions also highlighted challenges related to changing political contexts, such as government transitions and the situation in Afghanistan, which complicated the programme's implementation. While the initiative's comprehensive scope was recognized, stakeholders noted its limited

geographic reach and insufficient duration and funding to achieve its ambitious goals. Many called for extending the programme to ensure lasting impacts, suggesting a timeframe of up to 10 years. Additionally, there were suggestions to enhance inclusivity, particularly by better integrating persons with disabilities, and to focus more on male engagement during the design phase.

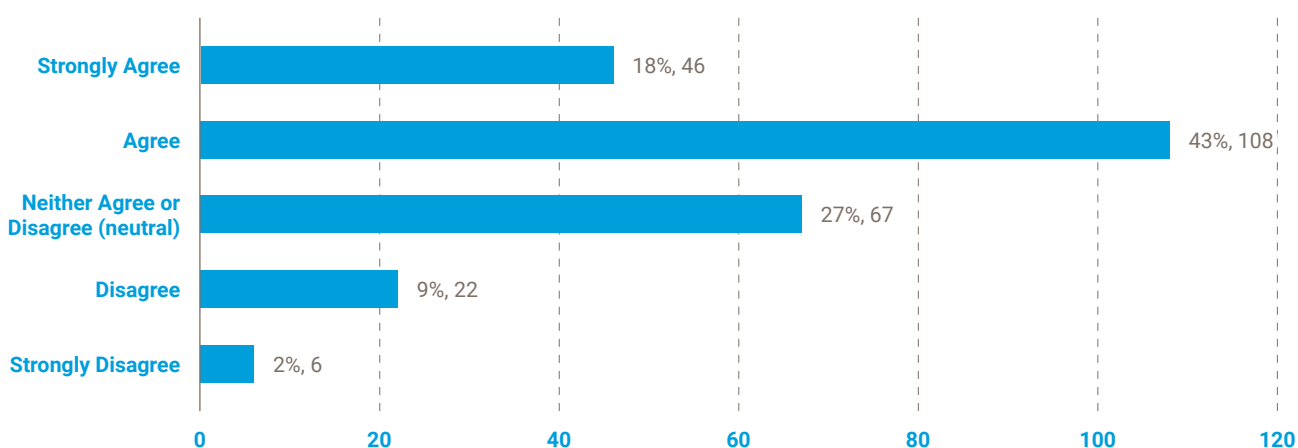
### Area of Investigation 2 - Operations and management

As for operations and management of the Spotlight Initiative, respondents expressed strong support for the effectiveness of the United Nations operational systems and processes. Specifically, 45 per cent (n=113) of respondents agreed, and 31 per cent (n=77) strongly agreed that these systems enabled effective implementation of the programme. Only a small percentage, 6 per cent (n=16), disagreed. The 114 respondents to the open-ended questions found the administrative and procurement procedures cumbersome, significantly delaying the timely disbursement of funds. This problem was particularly acute for grassroots organizations, especially women's groups, which struggled to navigate the complex requirements, leading to reduced project durations and negatively impacting programme implementation.

Views on the phased approach were mixed. In the closed questions, the use of a phased approach, with Phase I and Phase II, was particularly noted for adding operational value, providing a structured yet flexible framework for the Initiative's rollout. Of the respondents, 63 per cent agreed or strongly agreed that the programme structure from Phase I to Phase II added value, 25 per cent were neutral and 13 per cent disagreed. Disagreement came largely from RUNOs and Resident Coordinators and their Office. Respondents to the open-ended questions, however, pointed to challenges with the phased approach, causing confusion and inefficiencies, including disrupted programme continuity and increased reporting burdens.

The Spotlight Initiative Global Secretariat was recognized for its valuable contribution to the programme's operationalization at the country level. 47 per cent (n=117) of respondents agreed, and 25 per cent (n=62) strongly agreed that the Secretariat provided timely guidance and support, which was crucial in navigating complex operational challenges. Only 9 per cent (n=22) disagreed with this assessment, indicating that the majority of stakeholders found the Secretariat's role to be beneficial. Respondents to the open-ended questions noted the Secretariat's positive role in steering the initiative, though there were concerns about delays in feedback on reports, which created uncertainty for implementers

**Figure 5: The Spotlight Initiative Global Secretariat added value to the country level programme operationalization with timely guidance and support**



Source: Internal Spotlight Initiative survey conducted by evaluation team.

Visibility of the European Union's and the United Nations' support in ending violence against women and girls was significantly raised through the Initiative, with 52 per cent (n=130) of respondents agreeing that this aspect was effectively communicated. Respondents to the open-ended questions raised concerns with visibility and communication with the United Nations appearing dominant in the Initiative's public profile.

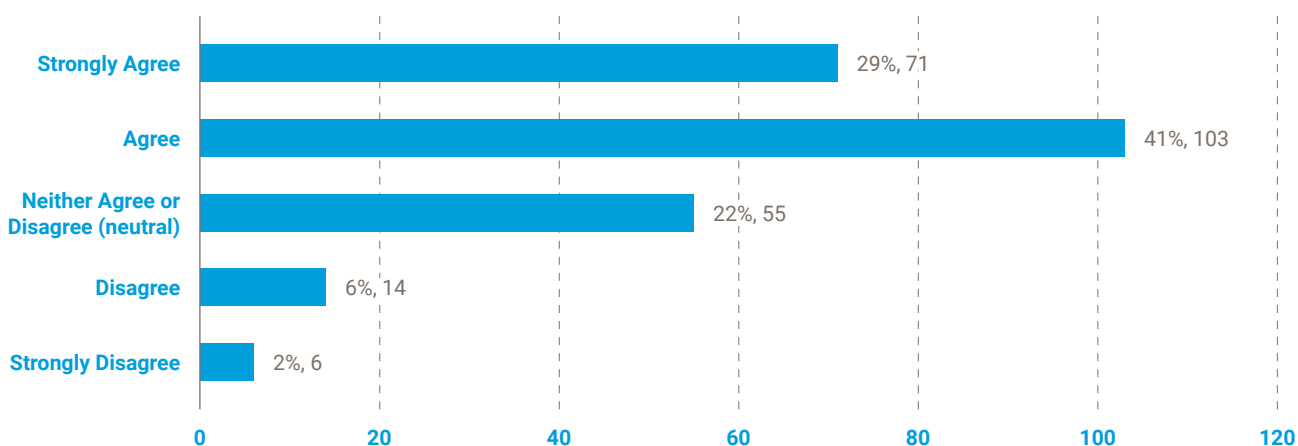
Additionally, respondents emphasized the need to enhance the capacity of civil society organizations through more robust capacity-building initiatives, as well as to address staffing challenges, which included the need for adequate personnel and contingency plans to avoid disruptions during key transitional phases.

### Area of Investigation 3 - Governance

In terms of governance, the Spotlight Initiative was characterized by strong ownership and shared responsibility across its various governance structures. A significant portion of respondents, 46 per cent (n=115), agreed, and 21 per cent (n=53) strongly agreed that there was high-level engagement from the governments, United Nations, European Union, and civil society organizations. Only a small percentage, 3 per cent (n=7), strongly disagreed, indicating broad consensus on the effectiveness of the governance framework. The 103 respondents to the open-ended questions noted government ownership and engagement as key elements to the programme's success but were challenged by frequent administrative changes and initial uncertainties regarding the lead governmental agency. Effective government ownership was achieved when clear mandates were in place, enabling active participation across various government levels, including ministries and inter-ministerial mechanisms. Inter-agency coordination was recognized as a strength in integrating gender-based violence-response elements, but the process was complicated by the involvement of many organizations and frequent changes in government focal points. Respondents suggested that clearer roles within governance structures and streamlined coordination mechanisms would enhance the programme's agility and effectiveness in future projects.

This collaborative approach ensured that the programme was not only well guided, but also benefited from diverse perspectives and expertise. The National Steering Committee, in particular, was highlighted for its active engagement and provision of strategic input. Of the respondents, 43 per cent (n=108) agreed, and 27 per cent (n=67) strongly agreed that the committee played a crucial role in steering the Spotlight Initiative in the right direction, with only 2 per cent (n=6) strongly disagreeing.

**Figure 6: The Civil Society Reference Group was an important aspect of programme governance and provided value-added to the Spotlight Initiative.**



Source: Internal Spotlight Initiative survey conducted by evaluation team.

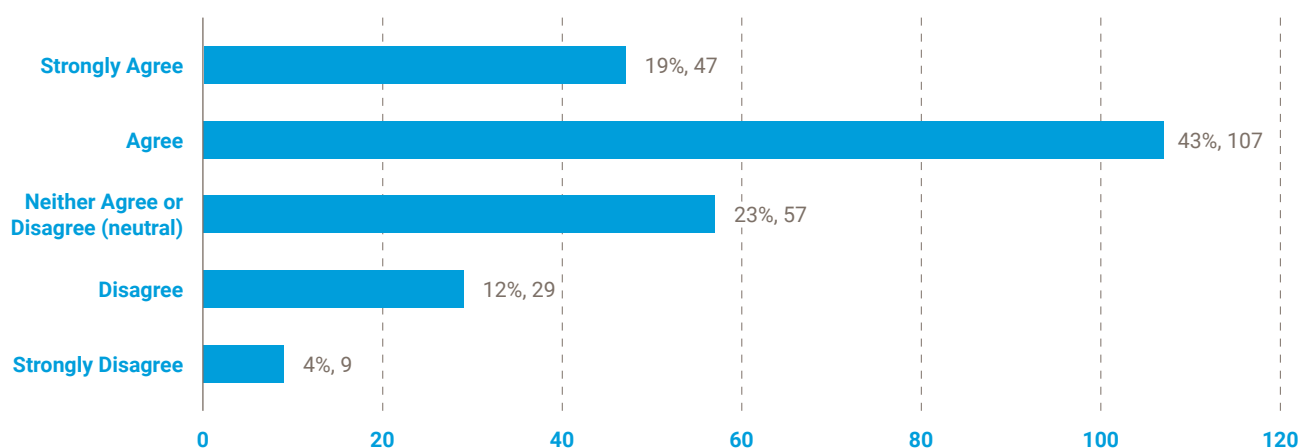
The civil society reference groups (CSRG) were recognized for their significant contribution to the governance of the Spotlight Initiative. Of the respondents, 49 per cent (n=123) strongly agreed that the reference groups added value, with an additional 27 per cent (n=68) agreeing. The 103 respondents to the open-ended responses recognized the CSRG as an innovative component in the programme's governance but noted that it faced challenges with under-resourcing and unclear roles. Despite its potential to influence programme targets and coordination, it was often seen as more symbolic than functional. Issues such as insufficient engagement, perceived conflicts of interest, and limited decision-making impact hampered its effectiveness, reducing its ability to contribute meaningfully to the programme's execution.

### Area of Investigation 4 – Results

The Spotlight Initiative’s Global Results Framework was recognized as being adaptable to national contexts and effectively capturing changes and demonstrating results. Specifically, 54 per cent (n=134) of respondents agreed, and 22 per cent (n=56) strongly agreed that the framework was well aligned with local needs and sufficiently demonstrated programmatic impacts. Only 6 per cent (n=16) disagreed, suggesting overall satisfaction with the results framework. In open-ended responses, surveyed stakeholders noted it was challenging to capture nuanced changes due to a lack of specific metrics and misalignment of the Global Results Framework with national data collection practices. While effective at the output level, capturing outcome-level change was hindered by reliance on infrequent administrative data or metrics not standardly measured across countries. Stakeholders suggested investing more in in-country evaluations and adapting the framework to include more relevant and immediate indicators, especially for nuanced areas like policy change or service provision.

The programme’s integration of the leaving no one behind (LNOB) principle from the design phase allowed it to reach some of the most vulnerable segments of society, leading to tangible outcomes.

**Figure 7: The Spotlight Initiative programme sufficiently engaged men and boys in ending violence against women and girls.**



Source: Internal Spotlight Initiative survey conducted by evaluation team.

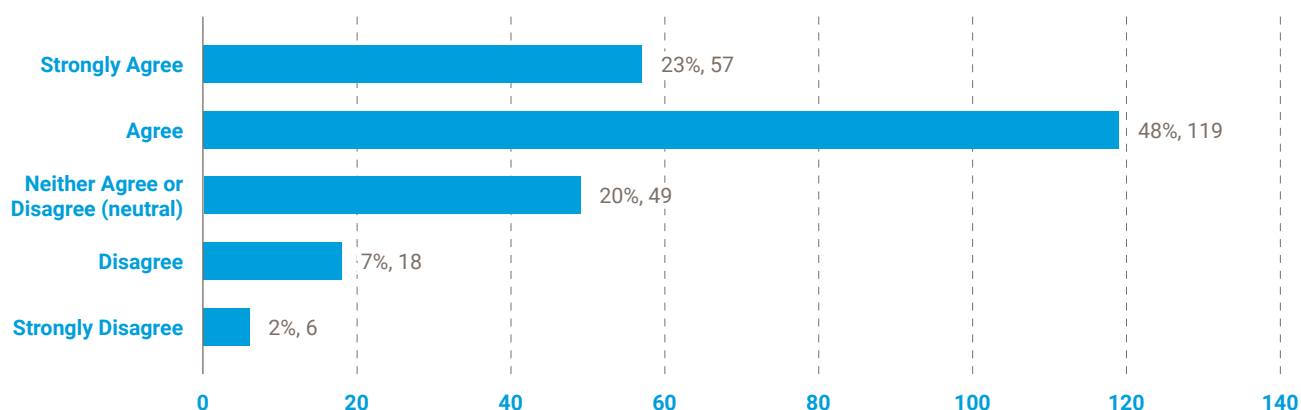
Regarding the engagement of men and boys in ending violence against women and girls, 43 per cent (n=107) agreed, while 23 per cent (n=57) strongly agreed that this aspect of the programme was adequately addressed. However, 12 per cent (n=29) disagreed, indicating that while progress was made, there is still room for improvement. Additionally, knowledge products such as research guidance, assessments, and briefings were generally well utilized, with 48 per cent (n=120) of respondents agreeing that these materials made an important contribution, although 9 per cent (n=22) disagreed. The regional Spotlight programmes, however, faced challenges in integrating with country-level activities, highlighting a need for improved coordination and communication. Open-ended survey responses on the Spotlight Initiative’s regional programmes evidence a lack of awareness about the regional programmes’ existence and engagement at various levels, highlighting a strong disconnect between regional and country-specific activities. There were challenges in communication, data capturing, vulnerable group targeting and insufficient stakeholder consultations, particularly at the country level.

### Area of Investigation 5 – United Nations reform

Placing the Spotlight Initiative under the Resident Coordinator (RC) structure was seen as a positive move, with 46 per cent (n=115) of respondents agreeing and 30 per cent (n=74) strongly agreeing that it improved visibility and coordination across the United Nations Country Teams. However, 3 per cent (n=8) disagreed. Open-ended responses highlighted concerns about resource distribution and role clarity, which sometimes created inefficiencies. The initiative fostered collaboration among United Nations agencies, with 51 per cent (n=127) of respondents noting that it enhanced inter-agency efforts. However, some inconsistencies in coordination and a tendency to revert to agency-specific priorities remained challenges.



**Figure 8: The Spotlight Initiative further clarified specific United Nations agency mandates and comparative advantages in eliminating violence against women and girls.**



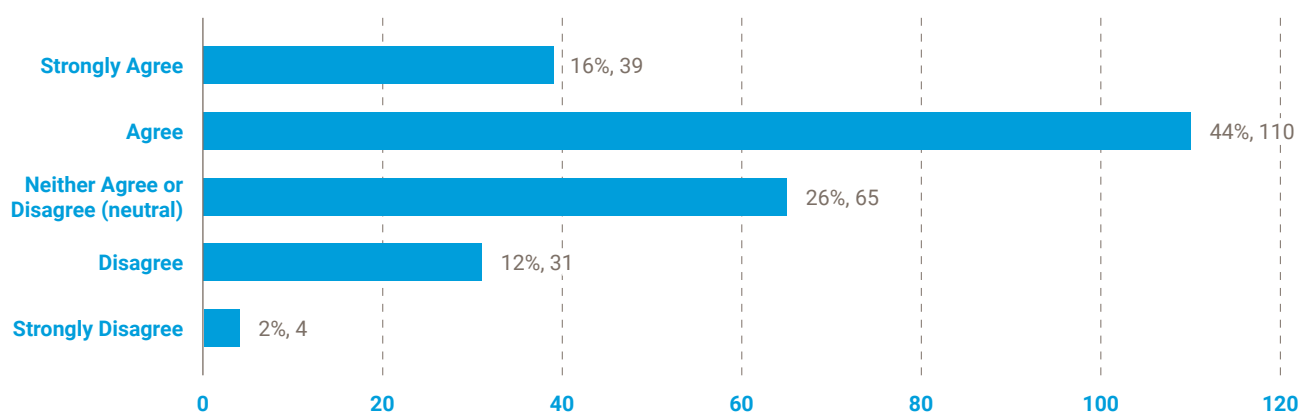
Source: Internal Spotlight Initiative survey conducted by evaluation team.

The initiative's contribution to clarifying specific United Nations agency mandates and comparative advantages in eliminating violence against women and girls was recognized, with 48 per cent (n=119) agreeing and 23 per cent (n=57) strongly agreeing. Nevertheless, 9 per cent (n=24) disagreed or strongly disagreed, indicating that, while the initiative made progress in aligning roles, further efforts are needed to streamline coordination. Additionally, resource mobilization was highlighted in open-ended responses as both a success and a challenge. While some local fundraising efforts were effective, competition among agencies for resources and difficulties in mobilizing funds in challenging contexts were noted as ongoing issues.

#### Area of Investigation 6 – Sustainability

The sustainability of the Spotlight Initiative's activities varied across countries, with 44 per cent (n=110) of respondents agreeing and 16 per cent (n=39) strongly agreeing that programme interventions were successfully institutionalized within national and local governments. However, 26 per cent (n=65) were neutral, and 12 per cent (n=31) disagreed, indicating that sustainability remains a concern in contexts where political or financial limitations prevent the full integration of programme activities.

**Figure 9: The Spotlight activities have been successfully institutionalized within national and/or local governments or the activities of other key stakeholders.**



Source: Internal Spotlight Initiative survey conducted by evaluation team.

More than half of the respondents agreed (50 per cent, n=125) or strongly agreed (16 per cent, n=39) that the Spotlight Initiative programmes were designed and implemented in a way that promotes sustainability beyond the programme's end. Nevertheless, challenges such as reduced United Nations agency involvement and limited ongoing funding pose risks to sustaining these efforts. Open-ended responses emphasized the need for early sustainability planning, stronger government partnerships, and consistent resource mobilization to maintain momentum beyond the programme's timeframe.

## Annex H: Safety and ethical protocols for site visits conducted by the evaluation team

This note draws on a body of global guidance on monitoring, researching and collecting information on gender-based violence (GBV),<sup>25</sup> and sets out the safety and ethical protocols for site visits conducted during country missions as part of the Spotlight Initiative final evaluation.

### 1. Key approaches to guide site visits

Site visits that explore gender-based violence can create risks for survivors, their families and communities, service providers and the site visit team. These risks may include breaches of confidentiality, creating or exacerbating psychological distress, or prompting a backlash toward those who speak about violence. Site visits must be carefully executed to protect the safety and well-being of everyone directly or peripherally involved.

The following approaches are fundamental to all aspects of programming to end gender-based violence, including planning and conducting site visits. In the context of the Spotlight Initiative final evaluation, Recipient United Nations organizations (RUNOs) and implementing partner staff who oversee site visits, together with the evaluation team, have a critical role in prioritizing these approaches.

#### Survivor-centred

A survivor-centred approach focuses on the empowerment of survivors by creating a supportive environment for healing. It is implemented by prioritizing survivors' safety, protecting confidentiality, demonstrating respect for survivors' needs and wishes, and practicing non-discrimination. The approach is responsive to the diverse identities of survivors, including those who experience multiple and intersecting forms of oppression such as those based on: disabilities; racial, indigenous, or ethnic identities; sexual orientation, gender identity and gender expression; religious affiliation; or nationality, immigrant, or refugee status.

#### Do no harm

A do-no-harm approach means that, above all, gender-based violence prevention, mitigation and response programming must not jeopardize the physical or emotional well-being of survivors, staff, programme participants and community members. Within the Spotlight Initiative, the United Nations and implementing partner staff who provide technical oversight have a critical role to play in prioritizing this approach in planning and conducting site visits, including visits conducted under the Spotlight Initiative final evaluation.

#### Participatory

A participatory approach ensures that the voices and leadership of those most affected by programming are at the centre of learning and decision-making. Effectively implementing a participatory approach requires an understanding of who in a community wields power and influence in both positive (promoting equality) and negative (reinforcing inequalities) ways. It is important to align efforts with those who are shifting power to include those who are typically marginalized.

The evaluation team appreciates it will not always be safe or feasible to directly engage programme participants (beneficiaries) or communities during a site visit. The team also recognizes that some implementing partners may not feel they have the power to say no to a funder. It is important for the evaluation team that implementing partners know that those conducting the visit appreciate these dynamics and want to adhere to survivor-centred principles. When implementing partners, programme participants, or communities

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25. CARE-GBV/USAID. 2022. How to Use Site Visits to Strengthen Gender-Based Violence Interventions [No. 6 in a series]; UNFPA. 2019. The inter-agency minimum standards for gender-based violence in emergencies programming; The Global Women's Institute. 2017. Gender-based violence research, monitoring, and evaluation with refugee and conflict-affected populations: A manual and toolkit for researchers and practitioners. The George Washington University.

communicate concerns or discomfort with certain forms of engagement, this is a meaningful form of participation in itself. During country missions, the evaluation team will work closely with the PMU and RUNOs to ensure these messages are conveyed to relevant implementing partners in advance of any site visit.

## 2. Planning site visit(s)

The evaluation team will work closely with the Spotlight Initiative coordinator and Programme Management Unit (PMU) and RUNOs in advance of the visit to ensure that:

1. Implementing partners, programme participants and communities are made aware of the purpose of the visit in advance
2. Implementing partners enable programme participants, staff and communities to choose the terms of their engagement through informed consent processes that address power differentials<sup>26</sup> by presenting options, emphasizing that participation is not mandatory, and encouraging the expression of opinions, questions and concerns.

When selecting sites to visit, the evaluation team requests that the PMU and Resident Coordinator's Office work with RUNOs to prioritize confidentiality and the physical and emotional needs of survivors. The evaluation team will seek to exercise caution if visiting locations where survivors are receiving services or locations considered safe spaces and will refrain from unannounced or surprise visits.

The evaluation team will liaise with the PMU and RUNOs to ensure that informed consent is received from programme participants before the visit or consider visiting when the site is closed to meet with staff. The team may wish to discuss with staff of implementing partners the trends and dynamics of gender-based violence as it occurs in the operating context. In line with global guidance, the evaluation team will not ask these questions directly to community members or programme participants.

As part of the safety and ethical protocols for site visits, the evaluation team will:

- Never plan to seek out or speak directly with survivors, but instead recognize that anyone they speak with may be a survivor
- Never request access to confidential data on survivors and programme participants
- Consider reducing risks of harm to programme participants or community members by replacing sensitive questions that ask them directly about gender-based violence with questions that measure community perceptions of a programme or proxies for prevention, mitigation and response, such as well-being or safety
- In consultation with United Nations entities and their implementing partners, identify how to engage marginalized groups in ways that do not stigmatize or cause harm. Example approaches include: holding conversations in safe, private locations; using women translators when speaking with women and girls; establishing robust informed consent protocols; and recognizing that some individuals may not want to be identified as part of a certain group (for example, religious, ethnic, or sexual orientation) and that it may not be safe for them to do so.

The evaluation team takes note of specific considerations for engaging children, as they often face additional vulnerabilities and risks during information-gathering activities. In situations where a site visit may engage

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26. Power differentials are the greater power and influence certain groups have over others, including those between UN staff and implementing partners, and among implementing partners, programme participants and communities.

children and young people under 18 years old, the evaluation team will work closely with PMU/RUNOs/ implementing partners to plan accordingly. For example, by:

- Exploring how objectives of the site visit can be met without directly speaking to children, especially about sensitive subjects
- Developing child-friendly informed consent/assent processes if speaking with children
- Obtaining informed consent from a caregiver or guardian for children who provide informed assent.

### 3. Protocols during site visit(s)

During site visits, the evaluation team will prioritize safe, transparent and collaborative engagement. As part of survivor-centred and do no harm approaches, the evaluation team will assume that staff, programme participants and community members include survivors of gender-based violence, whether they have identified as survivors or not.

In line with a survivor-centred approach, the evaluation team will redirect discussions if identifying information is being shared. The team will document observations and information in line with survivor-centred, do no harm, and participatory approaches, keeping in mind the following:

- Survivors have no obligation to disclose their story, and the evaluators, RUNOs or implementing partners should never encourage them to do so.
- Individuals who speak out about violence may face risk of retaliation or harm.
- Direct service providers can often provide meaningful information and perspectives that allow teams to avoid speaking directly with programme participants about sensitive subjects.
- Inviting participant narratives should empower participants to share their experiences in the ways that feel most comfortable to them.
- Documenting participants' explicit informed consent is obligatory when interviewing, photographing, or filming anyone about gender-based violence.
- Participants should understand how the information will be used and shared beyond the interaction during the site visit.

In situations where there are disclosures of gender-based violence during a site visit, the evaluation team will adhere to global good practice as documented.

## Annex I: Stakeholders consulted

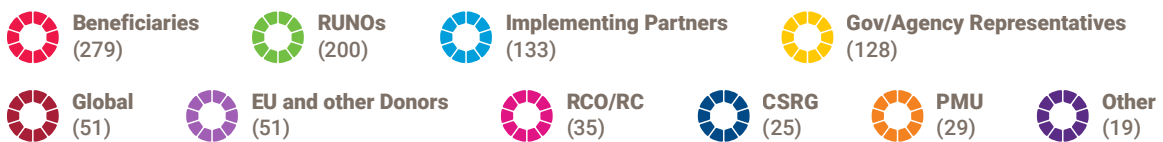
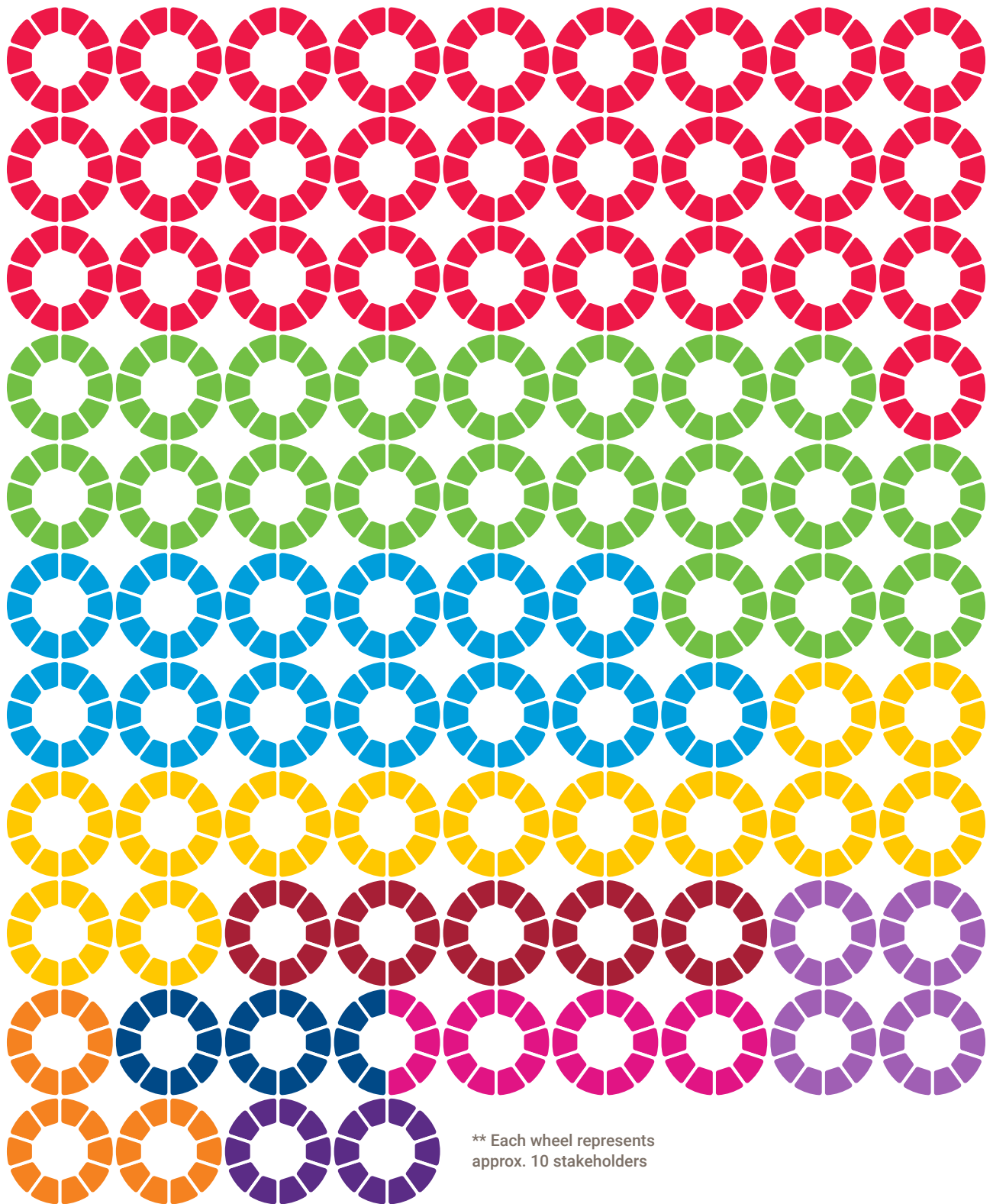
Table 6: Stakeholders consulted

Country	Total	RUNOs			Global Interviews			Implementing Partners			Government/ Agency representatives (state/district)			EU and other Donors		
		Total	F	M	Total	F	M	Total	F	M	Total	F	M	Total	F	M
Argentina	100	14	12	2				21	18	3	19	17	2			
Honduras	47	8	5	3				6	6		1	1		4	3	1
Guyana	41	8	5	3				2	1	1	6	5	1	4	2	2
Mozambique	133	23	15	8				5	3	2	28	13	15	5	5	
Malawi	118	18	13	5				7	3	4	23	8	15	4	2	2
Nigeria	79	21	11	10				22	16	6	10	5	5	4	3	1
Kyrgyzstan	103	22	20	2				19	18	1	13	9	4	3	2	1
Samoa	31	9	6	3				9	6	3	5	4	1	1		1
Latin America Regional Programme	13	5	4	1				4	3	1				1		1
Caribbean Regional Programme	53	4	3	1				7	4	3				2	1	1
Africa Regional Programme	39	20	16	4				7	7					1		1
Asia Regional Programme	21	9	7	2				5	4	1	1	1		1	1	
Pacific Regional Programme	19	10	8	2										2	1	1
Global	51				51	43	8									
Counterfactual - Chile	26	5	5					4	4		15	11	4			
Counterfactual - Suriname	14	4	3	1				3	2	1	2	2		2	1	1
Counterfactual - Tonga	14	6	4	2				5	2	3	1	1		1	1	
Counterfactual - Uzbekistan	18	6	6					3	2	1	1	1		3	1	2
Counterfactual - Zambia	20	8	5	3				4	3	1	3	3		3	3	
<b>Total</b>	<b>940</b>	<b>200</b>	<b>148</b>	<b>52</b>	<b>51</b>	<b>43</b>	<b>8</b>	<b>133</b>	<b>102</b>	<b>31</b>	<b>128</b>	<b>81</b>	<b>47</b>	<b>41</b>	<b>26</b>	<b>15</b>

Country	Total	PMU			RCO/RC			Beneficiaries				CSRG			Other		
		Total	F	M	Total	F	M	Total	F	M	other	Total	F	M	Total	F	M
Argentina	100	1	1		3	3		40	40						2	1	1
Honduras	47	2	2		4	3	1	20	20			2	2				
Guyana	41	4	4		3	3		7	6	1		7	6	1			
Mozambique	133	2	2		1	1		68	54	14		1	1				
Malawi	118	4	3	1	1	1		59	39	20		2	1	1			
Nigeria	79	3	2	1	2	1	1	13	9	4		3	2	1	1	1	
Kyrgyzstan	103	3	3		2	1	1	40	34	6					1	1	
Samoa	31	1	1		1	1						5	4	1			
Latin America Regional Programme	13	1	1									1	1		1	1	
Caribbean Regional Programme	53	1	1		2		2	30	4	3	23	1	1		6	4	2
Africa Regional Programme	39	4	2	2				2	1	1					5	2	3
Asia Regional Programme	21	1	1		2	1	1					2	2				
Pacific Regional Programme	19	2	2		2		2					1	1		2	1	1
Global	51																
Counterfactual - Chile	26				2	1	1										
Counterfactual - Suriname	14				3	2	1										
Counterfactual - Tonga	14				1	1											
Counterfactual - Uzbekistan	18				4	3	1								1	1	
Counterfactual - Zambia	20				2	2											
<b>Total</b>	<b>940</b>	<b>29</b>	<b>25</b>	<b>4</b>	<b>35</b>	<b>24</b>	<b>11</b>	<b>279</b>	<b>207</b>	<b>49</b>	<b>23</b>	<b>25</b>	<b>21</b>	<b>4</b>	<b>19</b>	<b>12</b>	<b>7</b>

Source: Internal Spotlight Initiative survey conducted by evaluation team.

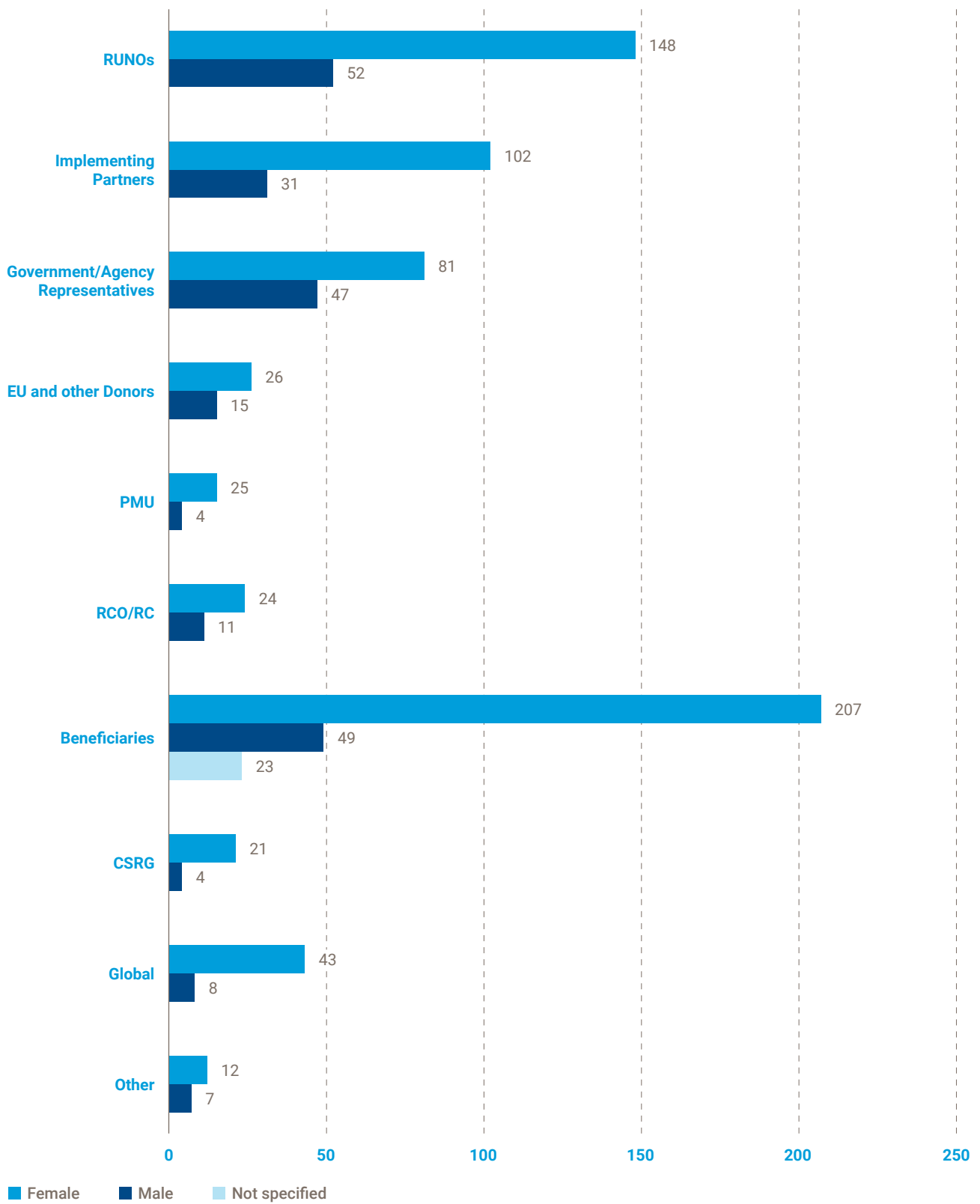
Figure 10: Stakeholders consulted by type



Source: Internal Spotlight Initiative survey conducted by evaluation team.

Figure 11: Stakeholder distribution by gender

Gender Distribution by Type



Source: Internal Spotlight Initiative survey conducted by evaluation team.



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## Annex K: Financial Tables

Table 7: Approved budget by region and programme, by volume and percentage

	Approved budget (USD)	Percentage of total budget
<b>Africa Programmes</b>	226,920,002	42%
<b>Asia Programmes</b>	30,214,286	6%
<b>Caribbean Programmes</b>	40,035,713	7%
<b>UN Trust Funds</b>	68,743,228	13%
<b>Global Secretariat and Platform</b>	26,045,946	5%
<b>Latin America Programmes</b>	45,585,713	8%
<b>Pacific Programmes</b>	44,221,428	8%
<b>Regional Programmes</b>	56,546,533	11%

Source: MPTFO Gateway, n.d.

Table 8: Recipient organizations approved budget, net funded, expenditure and delivery rate

Recipient organization	Approved Amount (USD)	Net Funded Amount (USD)	Expenditure Cumulative (USD)	Delivery rate (%)
<b>ILO</b>	19,210,229	19,210,228	19,002,198	98.92
<b>IOM</b>	635,127	633,950	616,075	97.18
<b>OHCHR</b>	2,006,853	2,006,853	1,885,330	93.94
<b>PAHO/WHO</b>	1,174,381	1,174,381	1,153,672	98.24
<b>UNDP</b>	105,490,983	102,788,590	96,908,696	94.28
<b>UNESCO</b>	5,325,853	4,713,131	4,285,272	90.92
<b>UNFPA</b>	117,073,483	112,810,345	112,059,381	99.33
<b>UNHCR</b>	3,686,132	3,686,132	3,686,132	100
<b>UNICEF</b>	87,802,457	86,222,883	81,641,316	94.69
<b>UNODC</b>	1,811,818	1,811,818	1,791,630	98.89
<b>UN WOMEN</b>	197,804,822	188,669,563	176,687,596	93.65
<b>Grand Total</b>	542,022,137	523,727,874	499,717,297	95.42

Source: Spotlight Initiative Financial Report, May 2024

Table 9: Approved budget, expenditure, delivery rate by Spotlight Initiative programme

	Approved budget (USD)	Expenditure as of 31 December 2023 (USD)	Delivery rate (%)
<b>Africa Total</b>	226,920,002	221,451,022	97
Liberia Spotlight Programme	22,634,286	22,192,306	98
Malawi Spotlight Programme	28,571,430	28,152,923	98
Mali Spotlight Programme	25,714,286	25,261,525	98
Mozambique Spotlight Programme	28,571,429	27,899,102	97
Niger Spotlight Programme	24,285,715	23,057,362	94
Nigeria Spotlight Programme	35,714,285	35,031,198	98
Uganda Spotlight Programme	31,428,571	30,272,556	96
Zimbabwe Spotlight Programme	30,000,000	29,584,050	98
<b>Asia Total</b>	30,214,286	22,437,649	95
Afghanistan Spotlight Programme	16,500,000	9,181,440	93
Kyrgyzstan Spotlight Programme	6,714,286	6,660,117	99
Tajikistan Spotlight Programme	7,000,000	6,596,092	94
<b>Caribbean Total</b>	40,035,713	36,405,620	92
Belize Spotlight Programme	3,535,714	3,403,942	96
Grenada Spotlight Programme	2,357,143	2,185,325	92
Guyana Spotlight Programme	5,285,714	4,700,434	88
Haiti Spotlight Programme	14,142,857	12,451,696	88
Jamaica Spotlight Programme	9,428,571	8,654,882	91
Trinidad and Tobago Spotlight	5,285,714	5,009,341	94
<b>Un Trust Funds Total</b>	68,743,228	64,870,839	89
Safe and Fair: Realizing women	29,370,586	28,771,295	97
Spotlight Grants UN Trust Fund - AF	20,636,792	19,194,038	98
Spotlight Grants UN Trust Fund - LA	5,660,378	5,413,341	95
Spotlight Grants WPHF	7,075,472	6,726,676	95
Spotlight WPHF Afghanistan	2,000,000	1,828,489	91
Spotlight WPHF Haiti	2,000,000	1,990,215	99
Spotlight WPHF Papua New Guinea	2,000,000	946,785	47
<b>Global Total</b>	26,045,946	23,009,528	82
Global Platform - Spotlight Initiative	927,837	672,854	72
Spotlight Secretariat	25,118,109	22,336,674	93
<b>Latin America Total</b>	45,585,713	39,758,275	99



Argentina Spotlight Programme	7,714,286	7,560,467	98
Ecuador Spotlight Programme	2,900,000	2,839,209	97
El Salvador Spotlight Programme	10,285,713	10,207,859	99
Guatemala Spotlight Programme	5,400,000	20,390	100
Honduras Spotlight Programme	10,285,714	10,222,768	99
Mexico Spotlight Programme	9,000,000	8,907,582	98
<b>Pacific Total</b>	<b>44,221,428</b>	<b>40,454,464</b>	<b>92</b>
Papua New Guinea Spotlight Programme	22,400,000	19,732,676	88
Samoa Spotlight Programme	4,142,857	3,849,008	92
Timor-Leste Spotlight Programme	14,142,857	13,729,845	97
Vanuatu Spotlight Programme	3,535,714	3,142,935	89
<b>Regional Programme Total</b>	<b>56,546,533</b>	<b>51,329,902</b>	<b>95</b>
Africa Regional Programme	25,620,000	22,607,475	95
Asia Spotlight Regional Programme	5,309,298	5,109,405	97
Caribbean Spotlight Regional Programme	11,771,548	11,054,529	96
Latin America Regional Programme	5,000,000	4,973,134	99
Pacific Regional Programme	8,845,687	7,585,359	87
<b>Grand Total</b>	<b>538,312,849</b>	<b>499,717,299</b>	<b>92</b>

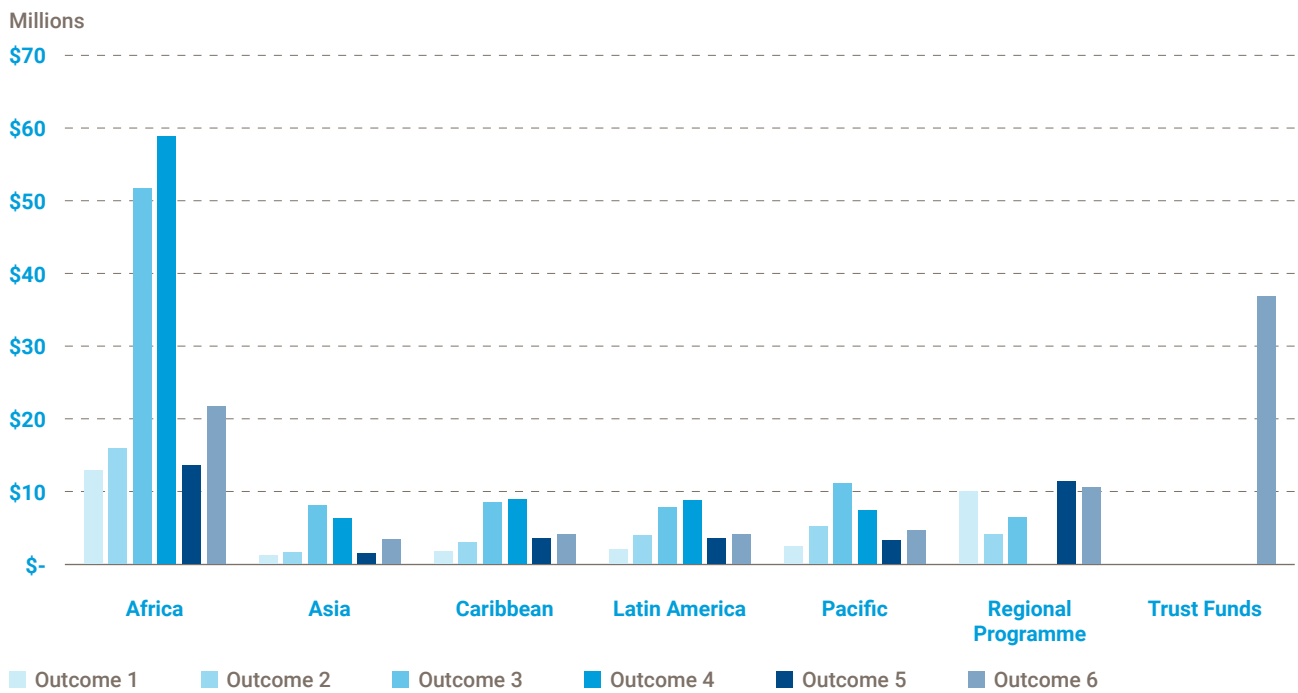
Source: Spotlight Initiative Financial Report, May 2024

**Table 8: Recipient organizations approved budget, net funded, expenditure and delivery rate**

UNDG Harmonized Category	Expenditure (USD)	Percentage of total Programme cost (%)
Staff & personnel cost	66,471,591	14.23
Supplies, commodities and materials	12,656,229	2.71
Equipment, vehicles, furniture and depreciation	9,796,142	2.1
Contractual services expenses	115,004,445	24.62
Travel	20,216,046	4.33
Transfers and grants	190,015,273	40.68
General operating	52,907,482	11.33
<b>Programme Costs Total</b>	<b>467,067,208</b>	<b>100</b>
Indirect support costs total	32,650,090	6.99
<b>Grand Total</b>	<b>499,717,297</b>	<b>-</b>

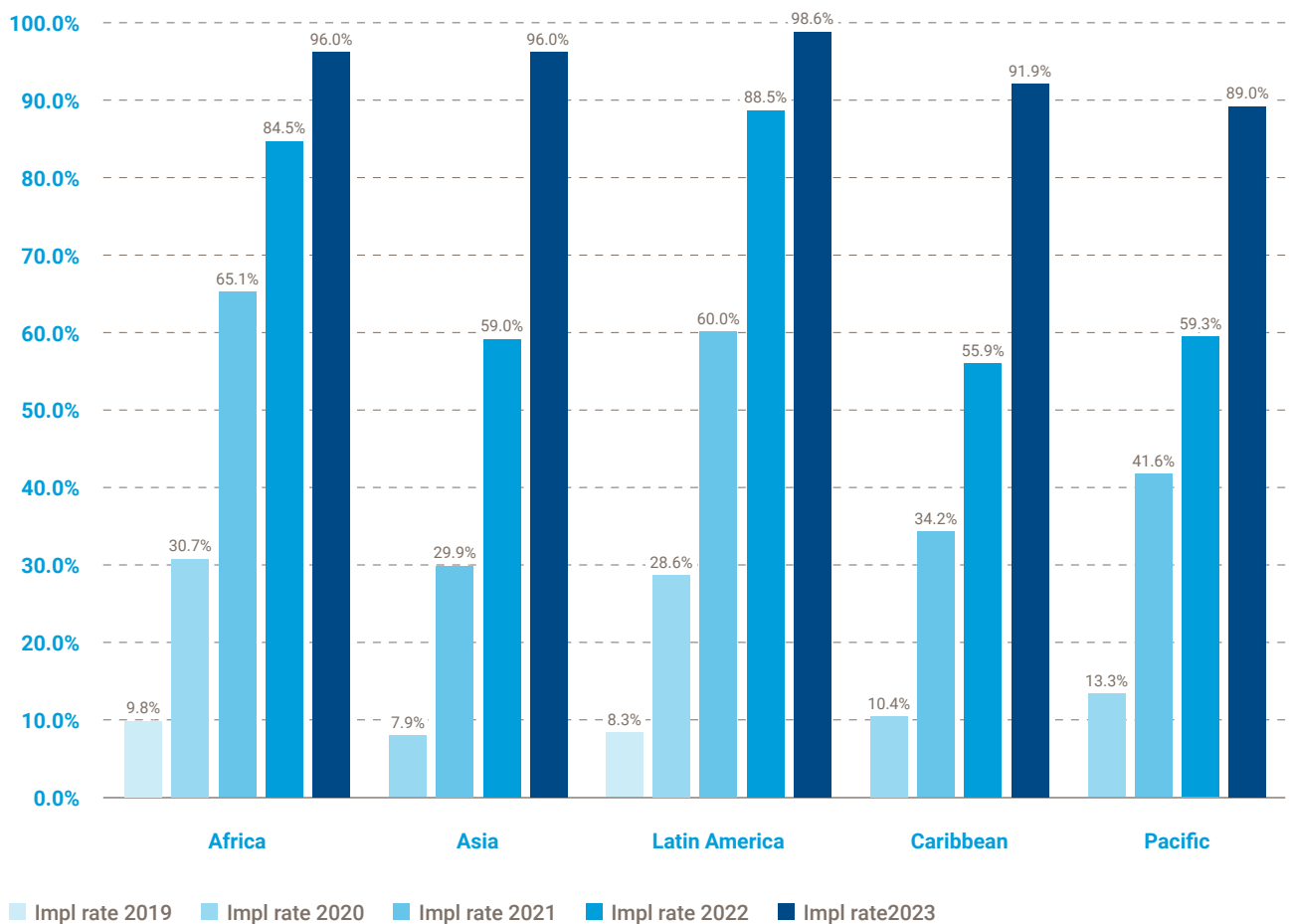
Source: Spotlight Initiative Financial Report, May 2024

Figure 12: Investment by Outcome



Sources: UN MPTFO gateway expenditures and real time approved budgets; KII global secretariat.

Table 11: Implementation rate by region and year



Source: MPTFO Gateway, n.d

## Annex L: SDG Indicators

Table 12: SDG indicators

Countries/SDG Indicators	5.2.1: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months	5.2.2: Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months	16.2.3: Proportion of young women aged 18–29 years who experienced sexual violence by age 18
<b>Africa</b>			
Liberia	23.2% (2018)		5.9% (2020)
Mali	16.7% (2018)		7.3% (2018)
Malawi	15.2% (2018)		4.1% (2016)
Mozambique	15.7% (2018)		1.9% (2015)
Niger	13.9% (2018)		-
Nigeria	11.7% (2018)		5.3% (2018)
Uganda	24.2% (2018)		5.2% (2016)
Zimbabwe	15.8% (2018)		2.4% (2019)
Zambia	25.2% (2018)		2.9% (2018)
<b>Latin America</b>			
Argentina	3.7% (2018)		-
El Salvador	4.8% (2018)		-
Ecuador	6.6% (2018)		2.3% (2019)
Honduras	6.8% (2018)		4.8% (2019)
Mexico	8.9% (2018)		12.9% (2021)
Chile	4.8% (2018)		-
<b>Asia</b>			
Afghanistan	33.6% (2018)		1.1% (2015)
Kyrgyzstan	11.6% (2018)		-
Tajikistan	12% (2018)		0% (2017)
Uzbekistan	-		-
<b>Caribbean</b>			
Belize	6.6% (2018)		-
Grenada	5.6% (2018)		13.7% (2018)
Guyana	8.5% (2018)		-
Haiti	10.1% (2018)		4.8% (2017)
Hamaica	5.7% (2018)		2.3% (2016)
Trinidad and Tobago	5.6% (2018)		24.8% (2017)
Suriname	5.9% (2018)		-

Pacific			
Papua New Guinea	25.5% (2018)		6.9% (2018)
Samoa	13.5% (2018)		5.0% (2020)
Timor-Leste	24.6% (2018)		2.8% (2016)
Vanuatu	24.2% (2018)		-
Tonga	12.1% (2018)		0.2% (2019)

**Note:** No available data was found for SDG Target 5.2.2.

**Note:** Zambia, Chile, Uzbekistan, Suriname and Tonga represent the counterfactual countries selected for the evaluation.

Source: United Nations Department of Economic and Social Affairs (2023) SDG Indicator Database. Available at: <https://unstats.un.org/sdgs/dataportal/database> (Accessed: 25 April 2024).

**Table 13: SDG indicators (2)**

Countries/SDG Indicators	Direct - Africa			Indirect - Latin America	Indirect - Asia
	5.3.1: Proportion of women aged 20–24 years who were married or in a union before age 18	5.3.2: Proportion of girls and women aged 15–49 years who have undergone female genital mutilation	5.6.1: Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care	16.1.1: Number of female victims of intentional homicide per 100,000 population	16.2.2: Number of female victims of human trafficking per 100,000 population
<b>Africa</b>					
Liberia	24.9% (2020)	31.8% (2020)	67.2% (2013) 58.8% (2020)		
Mali	53.7% (2018)	88.6% (2018)	9.6% (2006) 6.5% (2013) 5.3% (2018)		
Malawi	37.7% (2020)	-	44.7% (2016)		
Mozambique	52.9% (2015)	-	-		
Niger	76.3% (2012)	2.0% (2012)	9.3% (2006) 7.3% (2012)		
Nigeria	43.4% (2018) 30.3% (2021)	19.5% (2018) 15.1% (2021)	50.8% (2013) 28.6% (2018)		
Uganda	34.0% (2016)	0.3% (2016)	8.0% (2006) 58.5% (2016)		
Zimbabwe	33.7% (2019)	-	52.5% (2006) 59.9% (2015)		
Zambia	29.0% (2018)	-	39.5% (2007) 46.6% (2014) 46.5% (2018)		
<b>Latin America</b>					
Argentina				1.83 (2017), 1.77 (2018), 1.81 (2019), 1.64 (2020), 1.35 (2021), 1.51 (2022)	

El Salvador				16.04 (2016), 14.31 (2017), 11.75 (2018), 7.0 (2019), 3.98 (2020), 4.02 (2021), 2.14 (2022)	
Ecuador				2.15 (2016), 2.35 (2017), 1.62 (2018), 1.72 (2019), 1.88 (2020), 2.55 (2021), 4.65 (2022)	
Honduras				9.96 (2016), 8.21 (2017), 7.64 (2018), 8.06 (2019), 6.51 (2020), 6.47 (2021), 6.01 (2022)	
Mexico				4.53 (2016), 5.47 (2017), 5.82 (2018), 6.09 (2019), 6.14 (2020), 6.17 (2021), 6.01 (2022)	
Chile				0.99 (2016), 1.15 (2017), 1.00 (2018), 1.31 (2019), 1.35 (2020), 0.92 (2021), 1.48 (2022)	
<b>Asia</b>					
Afghanistan					-
Kyrgyzstan					0.16 (2018), 0.18 (2020)
Tajikistan					0.14 (2016), 0.32 (2017), 0.55 (2018), 0.73 (2019), 1.01 (2020), 0.85 (2021), 1.29 (2022)
Uzbekistan					2.45 (2016), 2.04 (2017), 1.42 (2018), 0.17 (2019), 0.16 (2020), 0.30 (2021), 0.32 (2022)

**Note:** Zambia, Chile, Uzbekistan, Suriname and Tonga represent the counterfactual countries selected for the evaluation.

Source: United Nations Department of Economic and Social Affairs (2023) SDG Indicator Database. Available at: <https://unstats.un.org/sdgs/dataportal/database> (Accessed: 25 April 2024).

## Annex M: Mapping Table on Conclusions and Recommendations

Table 14: Mapping table on findings, conclusions and recommendations

No.	Recommendation	Conclusions
1	For Spotlight Initiative 2.0, work with key stakeholders to review the theory of change to simplify the focus to encompass fewer pillars, while still maintaining the comprehensive approach and cross-cutting elements and promoting interaction across pillars and programme levels. Allow for greater flexibility within programmes for prioritizing and adapting to different contexts (including full United Nations entity engagement without core and non-core designations) while maintaining key non-negotiable requirements. Develop a simplified results framework while maintaining the comprehensive framing.	<p><b>Conclusion 1</b> - The conceptual six-pillar model was comprehensive, and the programme played an important role in raising visibility and focusing attention on a comprehensive approach to EVAWG in the countries and regions where it operated. The evaluation confirmed proof of concept for the six-pillar approach with cross-cutting principles of the theory of change while also highlighting a need for clearer elaboration on interactions across pillars and across programme components.</p> <p><b>Conclusion 4</b> – Aspects of global monitoring, reporting, knowledge management and communication systems contributed to learning and accountability, however, these were not fully effective, efficient or responsive enough to guide programme implementation and communicate results achieved to stakeholders. Overall, the complexity of the results framework and indicator guidance proved challenging to operationalize and the use of standardized indicators across diverse country and regional contexts has not provided a consistently reliable picture of programme performance. The impact and reach of communications, advocacy and knowledge management to influence change were particularly challenging to measure and to demonstrate results at scale.</p>
2	For Spotlight Initiative 2.0, ensure that programme design and operations maintain relevance and dynamic responsiveness to changing contexts in design and operationalization of Spotlight Initiative 2.0, including establishing systems to enable swift and coordinated adjustments to changing contexts so that programming can pivot with agility. Consider how Spotlight Initiative 2.0 may allow for intervention in existing crises or emergency contexts by establishing simplified operational processes and selective focus interventions to support a comprehensive approach to EVAWG, complementing existing humanitarian-focused gender-based violence systems and structures.	<p><b>Conclusion 3</b> - The operational model was overly complex to efficiently operationalize the Spotlight Initiative at the speed and scale envisioned. Root causes of operational inefficiencies stemmed from the lack of an inception phase, insufficiently flexible funding release and replenishment modalities and human resources that were not commensurate with programme goals and the timeframe for implementation.</p> <p><b>Conclusion 5</b> - Country and regional programmes demonstrated an ability to be responsive in the face of dynamic environments to demonstrate important results across all six pillars, with evidence of contributing to higher-order changes supported by work across multiple pillars.</p>
3	For the Spotlight Initiative 2.0 Fund, explore alternative phasing and sequencing approaches to implementation and revise aspects of the Spotlight Initiative operational model including the fund disbursement modality. Ensure human resource planning by RUNOs, including staffing of programme management units, is aligned with programme delivery and operational requirements.	<p><b>Conclusion 3</b> - The operational model was overly complex to efficiently operationalize the Spotlight Initiative at the speed and scale envisioned. Root causes of operational inefficiencies stemmed from the lack of an inception phase, insufficiently flexible funding release and replenishment modalities and human resources that were not commensurate with programme goals and the timeframe for implementation.</p> <p><b>Conclusion 7</b> - The Spotlight Initiative was supported by, and is supportive of, the principles of United Nations Development System reform, positively contributing to clearer understanding of entities' comparative advantages in EVAWG and supporting more comprehensive approaches to EVAWG in UNSDCF. However, significant challenges were encountered to working coherently across United Nations entity systems, several of which were exogenous to the Initiative. Individuals and interactions were found to have had equal, if not greater, primacy over processes in the delivery of a coherent United Nations system response to EVAWG at country, regional and global levels.</p>

4	<p><b>For Spotlight Initiative 2.0, strengthen and simplify monitoring, reporting and learning systems in line with a streamlined results framework. Expand efforts to ensure that monitoring systems report on disaggregated data to highlight the programme reach to vulnerable groups. Expand on and systematize utilization of qualitative approaches to capture a richer and more holistic picture of programme results on the ground. Integrate a value-for-money framework to guide data collection and monitoring during implementation and to serve as a key input for value-for-money assessments. Develop stronger systems to enable real-time learning and knowledge sharing to drive the scaling-up of good practices and innovative approaches.</b></p>	<p><b>Conclusion 4</b> – Aspects of global monitoring, reporting, knowledge management and communication systems contributed to learning and accountability, however, these were not fully effective, efficient or responsive enough to guide programme implementation and communicate results achieved to stakeholders. Overall, the complexity of the results framework and indicator guidance proved challenging to operationalize and the use of standardized indicators across diverse country and regional contexts has not provided a consistently reliable picture of programme performance. The impact and reach of communications, advocacy and knowledge management to influence change were particularly challenging to measure and to demonstrate results at scale.</p>
5	<p><b>Strengthen and extend models of expanded stakeholder engagement in programme governance, while establishing systems that facilitate bi-directional communications across levels. Build on good practice models to support positive momentum for enhanced civil society organization and non-traditional actor engagement in governance structures, including formalizing, expanding and adequately resourcing the civil society reference group structure. Share and expand on good practice models for enhanced civil society organization engagement, including setting budgetary targets, building capacities and facilitating joint and simplified financing and reporting structures to reach grassroots and civil society organizations.</b></p>	<p><b>Conclusion 2</b> - The governance model was able to bring together diverse stakeholders in line with the multisectoral approach, with an elevated role for civil society organizations within all levels of governance. However, expanded stakeholder engagement (including civil society reference groups (CSRGs)) required time and space to develop new relations and define systems.</p>
6	<p><b>Develop a holistic funding strategy for consideration of UNSDG to step up joint United Nations programming at country, regional and global levels for EAWG and to expand approaches to resource mobilization in line with the Spotlight Initiative comprehensive model, the principals of United Nations Development System reform and the commitments of the Funding Compact.</b></p>	<p><b>Conclusion 6</b> – The Spotlight Initiative has demonstrated a broader influence on United Nations Development System processes and with non-Spotlight Initiative countries that have adapted elements of the model. However, the sustainability of results and the Initiative’s overarching approach is influenced by multiple factors including variable degrees of ownership of sustainability strategies, a changing official development assistance landscape, development partner preference for individual over joint entity engagement, and competition for funding among United Nations entities underpinned by incentive structures.</p> <p><b>Conclusion 7</b> - The Spotlight Initiative was supported by, and is supportive of, the principles of United Nations Development System reform, positively contributing to clearer understanding of entities’ comparative advantages in EAWG and supporting more comprehensive approaches to EAWG in UNSDCF. However, significant challenges were encountered to working coherently across United Nations entity systems, several of which were exogenous to the Initiative. Individuals and interactions were found to have had equal, if not greater, primacy over processes in the delivery of a coherent United Nations system response to EAWG at country, regional and global levels.</p>

7	<p>To further support United Nations Development System reform objectives, incorporate learning from the operationalization of the Spotlight Initiative to inform United Nations system-wide and entity-level efforts to harmonize practices and processes to deliver coherent, integrated support and maximize collective results on EVAWG at country and regional levels.</p>	<p><b>Conclusion 3</b> - The operational model was overly complex to efficiently operationalize the Spotlight Initiative at the speed and scale envisioned. Root causes of operational inefficiencies stemmed from the lack of an inception phase, insufficiently flexible funding release and replenishment modalities and human resources that were not commensurate with programme goals and the timeframe for implementation.</p> <p><b>Conclusion 7</b> - The Spotlight Initiative was supported by, and is supportive of, the principles of United Nations Development System reform, positively contributing to clearer understanding of entities' comparative advantages in EVAWG and supporting more comprehensive approaches to EVAWG in UNSDCFs. However, significant challenges were encountered to working coherently across United Nations entity systems, several of which were exogenous to the Initiative. Individuals and interactions were found to have had equal, if not greater, primacy over processes in the delivery of a coherent United Nations system response to EVAWG at country, regional and global levels.</p>
8	<p>Embed the comprehensive Spotlight Initiative approach to EVAWG ('Spotlight Standard') into the implementation of the United Nations System-Wide Gender Equality Acceleration Plan (2024), United Nations-System-Wide Action Plan on Gender Equality and Women's Empowerment (entity level) and the UNCT-System-Wide Action Plan on Gender Equality and Women's Empowerment (country level) and other common United Nations Development System processes such as common country analyses and United Nations cooperation frameworks to serve as driving forces for collective United Nations work to prioritize a comprehensive approach to EVAWG. This will support extended geographical reach and coverage of comprehensive EVAWG programming across the United Nations development system and expand resource mobilization opportunities.</p>	<p><b>Conclusion 1</b> - The conceptual six-pillar model was comprehensive, and the programme played an important role in raising visibility and focusing attention on a comprehensive approach to EVAWG in the countries and regions where it operated. The evaluation confirmed proof of concept for the six-pillar approach with cross-cutting principles of the theory of change while also highlighting a need for clearer elaboration on interactions across pillars and across programme components.</p> <p><b>Conclusion 6</b> – The Spotlight Initiative has demonstrated a broader influence on United Nations Development System processes and with non-Spotlight Initiative countries that have adapted elements of the model. However, the sustainability of results and the Initiative's overarching approach is influenced by multiple factors including variable degrees of ownership of sustainability strategies, a changing official development assistance landscape, development partner preference for individual over joint entity engagement, and competition for funding among United Nations entities underpinned by incentive structures.</p> <p><b>Conclusion 7</b> - The Spotlight Initiative was supported by, and is supportive of, the principles of United Nations Development System reform, positively contributing to clearer understanding of entities' comparative advantages in EVAWG and supporting more comprehensive approaches to EVAWG in UNSDCFs. However, significant challenges were encountered to working coherently across United Nations entity systems, several of which were exogenous to the Initiative. Individuals and interactions were found to have had equal, if not greater, primacy over processes in the delivery of a coherent United Nations system response to EVAWG at country, regional and global levels.</p>



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## Annex O: Acronyms

<b>AIAMP</b>	Red Especializada en Género de la Asociación Iberoamericana de Ministerios Públicos
<b>ACT</b>	Advocacy, Coalition Building and Transformative Feminist Action to EVAWG
<b>AOI</b>	Areas of Investigation
<b>AR</b>	Annual Report
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>CO</b>	Country Office
<b>COSI</b>	Community of the Spotlight Initiative
<b>CP</b>	Country Programme
<b>CPD</b>	Country Programme Document
<b>CSO</b>	Civil Society Organization
<b>DESA</b>	Department of Economic and Social Affairs
<b>DV</b>	Domestic Violence
<b>EAG</b>	Evaluation Advisory Group
<b>EC</b>	European Commission
<b>ECA</b>	European Court of Auditors
<b>ECM</b>	Early Child Marriage
<b>EOSG</b>	Executive Office of Secretary-General
<b>EQ</b>	Evaluation Question
<b>ERG</b>	Evaluation Reference Group
<b>EU</b>	European Union
<b>EU CLIPS</b>	European Union Country Level Implementation Plans
<b>EUD</b>	EU Delegation
<b>EVAWG</b>	Eliminating or Ending Violence Against Women and Girls
<b>FGD</b>	Focus Group Discussion
<b>FGM</b>	Female Genital Mutilation
<b>GALS</b>	Gender Action Learning System
<b>GAP</b>	Gender Action Plan
<b>GBV</b>	Gender-Based Violence
<b>GDI</b>	Gender Development Index
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GII</b>	Gender Inequality Index
<b>GTG</b>	United Nations Country Team Gender Theme Group
<b>HDI</b>	Human Development Index
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>IP</b>	Implementing Partner
<b>IPV</b>	Intimate Partner Violence
<b>JWP</b>	Joint Work Plan
<b>KII</b>	Key Informant Interview
<b>LNOB</b>	Leave No One Behind
<b>MOU</b>	Memorandum of Understanding
<b>MPTFO</b>	Multi-Partner Trust Fund Office
<b>MSC</b>	Most Significant Change
<b>MTA</b>	Mid-Term Assessment
<b>NGO</b>	Non-Governmental Organization
<b>NRA</b>	Non-Resident Agency
<b>NRG</b>	National Reference Group
<b>OSC</b>	Operational Steering Committee
<b>ODA</b>	Official Development Assistance

<b>OECD DAC</b>	Organisation for Economic Co-operation and Development's Development Assistance Committee
<b>OHCHR</b>	Office of the United Nations High Commissioner for Human Rights
<b>PAHO</b>	Pan American Health Organization
<b>PME</b>	Participatory Monitoring and Evaluation
<b>PMU</b>	Programme Management Unit
<b>QAP</b>	Quality Assurance Panel
<b>RC</b>	Resident Coordinator
<b>RCO</b>	Resident Coordinator Office
<b>RO</b>	Regional Office
<b>ROM</b>	Results Oriented Monitoring
<b>RPD</b>	Regional Programme Document
<b>RRG</b>	Regional Reference Group
<b>RUNOs</b>	Recipient United Nations Organization
<b>SDGs</b>	Sustainable Development Goals
<b>SGBV</b>	Sexual and Gender-Based Violence
<b>SI</b>	Spotlight Initiative
<b>SIDS</b>	Small Island Developing States
<b>SRH</b>	Sexual and Reproductive Health
<b>SWAP</b>	System-Wide Action Plan on Gender Equality and Women's Empowerment
<b>SWE</b>	System-Wide Evaluation
<b>ToC</b>	Theory of Change
<b>TOR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDCO</b>	United Nations Development Coordination Office
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Programme
<b>UNDSG</b>	United Nations Deputy Secretary-General
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations International Children's Fund
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UN Trust Fund</b>	United Nations Trust Fund to End Violence against Women
<b>UN Women</b>	United Nations Entity for Gender Equality and Empowerment of Women
<b>VAWG</b>	Violence Against Women and Girls
<b>VAWG/HP</b>	Violence Against Women and Girls and Harmful Practices
<b>VFM</b>	Value for Money
<b>WHO</b>	World Health Organization
<b>WPHF</b>	Women's Peace and Humanitarian Fund

## Annex P: Glossary of Key Terms

### Glossary of Terms<sup>27</sup>

#### Gender

**Gender** refers to the social attributes and opportunities associated with the biological categories of male and female and the relationships between women and men, girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader sociocultural context. Other important criteria for sociocultural analysis include class, race, poverty level, ethnic group and age.

**Gender equality** refers to equal rights, responsibilities and opportunities regardless of gender identity or sex. Equality does not mean that girls, boys, women and men will become the same, but that rights, responsibilities and opportunities will not depend on whether they are born male, female or intersex. Gender equality implies that the interests, needs and priorities are taken into consideration, recognising the diversity of different groups of girls, boys, women, men and those who are intersex. Gender equality means that everyone has equal valuing and conditions for realising their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development, regardless of gender identity, gender roles or sex.

**Gender equity** is a concept used in some jurisdictions to refer to the fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

**Gender inequality** is unequal access to and control over the various material and non-material resources and assets of a society, based on gender and sex identity.

**Gender norms** refer to the formal and informal rules and shared social expectations that distinguish expected behaviour based on gender. Girls and boys learn and internalise these 'rules' early in life, contributing to a cycle of systemic inequality that undermines the rights of women and girls in particular.

**Human rights** are those rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.

**Social norms** are the shared expectations or informal rules and resulting pattern of behaviour among a set of people as to how people should behave. Social norms are maintained in place through social rewards for people who conform to them and social sanctions against those who do not.

#### Gender-based violence

**Child sexual abuse** is the involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared and cannot give consent, or that violates the laws or social taboos of society. Child sexual abuse is characterised by sexual

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27. As referenced in the following Spotlight Initiative programme documentation: Spotlight Initiative. 2023. Guidelines on the Integration of Violence Against Women and Girls including Family Violence in Disaster Risk Management in the Caribbean. Annex II: Glossary of Key Terms; and World Health Organization. 2024. [Key Facts: Female Genital Mutilation](#).

activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person.

**Child marriage** refers to marital and non-marital unions of girls under the age of 18 (based on the definition of a child set forth in the Convention on the Rights of the Child), and are considered as a violation of human rights, a traditional harmful practice and a form of gender-based violence. In the Caribbean, the practice often takes the form of non-marital unions, referred to as ‘early, or informal, unions’ which are most often between minor girls and adult men.

**Emotional or psychological abuse** is a pattern of behaviour of any kind, the purpose of which is to undermine the emotional or mental well-being of a person, including persistent intimidation by the use of abusive or threatening language, stalking, depriving that person of the use of their property, interfering with or damaging the property of the person, forced confinement and/or persistent telephoning of the person at the person’s place of residence or work.

**Gender-based violence** is an umbrella term for any harmful act that is perpetrated against a person’s will and that is based on socially ascribed gender differences between females and males. The nature and extent of specific types of GBV may vary across cultures, countries and regions. Examples include sexual violence, sexual exploitation/abuse and forced prostitution, domestic violence, trafficking, forced/early marriage, and **harmful traditional practices** such as female genital mutilation, honour killings and widow inheritance.

#### Definitions of types of gender-based violence

**Denial of resources**, opportunities, or services includes denial of rightful access to economic resources/assets or livelihood opportunities, education, health or other social services. Examples include a widow prevented from receiving an inheritance, earnings forcibly taken away by an intimate partner or family member, a woman prevented from using contraceptives and a girl prevented from attending school. Reports of general poverty should not be recorded.

**Domestic violence** is any type of gender-based violence referenced above that is perpetrated by a spouse, boyfriend/ girlfriend or other intimate partner. It is also referred to as **Intimate Partner Violence**.

**Femicide** is the violent killing of a woman (by homicide, parricide or murder) for being a woman, whether at the hands of her partner (intimate femicide) or of a stranger.

**Female genital mutilation (FGM)** comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. The practice has no health benefits for girls and women. The practice of FGM is recognized internationally as a violation of the human rights of girls and women. It reflects deep-rooted inequality between the sexes and constitutes an extreme form of discrimination against girls and women. It is nearly always carried out by traditional practitioners on minors and is a violation of the rights of children. The practice also violates a person’s rights to health, security and physical integrity; the right to be free from torture and cruel, inhuman or degrading treatment; and the right to life, in instances when the procedure results in death.

**Family Violence** 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 connections.

**Financial abuse** is a pattern of behaviour, the purpose of which is to exercise coercive control over or exploit or limit a person’s access to financial resources to ensure financial dependence.

**Forced marriage** means the marriage of an individual against their will.

**Harmful traditional practices**, in the context of violence against women and girls, are forms of violence that have been committed against women and girls in certain communities and societies for so long that they are

considered part of accepted cultural practice. These violations include female genital mutilation/cutting, so-called honour killings and early marriage.

**Intimate partner violence** refers to behaviour by an intimate partner or ex-partner that causes physical, sexual or psychological harm, including physical aggression, sexual coercion, psychological abuse and controlling behaviours.

**Physical assault** is an act of physical violence that is not sexual in nature. Examples include hitting, slapping, choking, cutting, shoving, burning, shooting or use of other weapons, acid attacks or any other act that results in pain, discomfort or injury.

**Psychological/emotional abuse** concerns the infliction of mental or emotional pain or injury. Examples include threats of physical or sexual violence, intimidation, humiliation, forced isolation, stalking, harassment, unwanted attention, remarks, gestures or written words of a sexual and/or menacing nature and destruction of cherished things.

**Rape** is defined as the non-consensual penetration (however slight) of the vagina, anus or mouth with a penis or other body part. It also includes penetration of the vagina or anus with an object.

**Sexual abuse** means physical intrusion of a sexual nature, actual or threatened, whether by force or under unequal or coercive conditions.

**Sexual assault** encompasses any form of non-consensual sexual contact that does not result in or include penetration. Examples include attempted rape, as well as unwanted kissing, fondling or touching of genitalia and buttocks. Female genital mutilation and female genital cutting (FGM/C) are acts of sexual violence that impact sexual organs and as such are to be classified as sexualized acts.

**Sexual exploitation and abuse** is defined as any actual or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual exploitation is characterised by the power relationship between survivor and perpetrator and it is often perpetrated by those actors who are mandated to serve and protect people in need.

**Trafficking** involves the recruitment and transportation of persons, using deception, coercion and threats in order to place and keep them in a situation of forced labour, slavery or servitude. Persons are trafficked into a variety of sectors of the informal economy, including prostitution, domestic work, agriculture, the garment industry or street begging.

**Prevalence of violence against women and girls:** the proportion of women and girls in a population who have experienced violence at a specified point in time or over a specified period.

**Sexual violence** is any sexual act, attempt to obtain a sexual act, or other act directed against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting. It includes rape, defined as the physically forced or otherwise coerced penetration of the vulva or anus with a penis, other body part or object.

**Violence against women and girls** can be defined as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women and/or girls, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.



# Evaluation of the Spotlight Initiative (2017–2023)

## Annexes

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**United Nations**  
Sustainable Development Group  
System-Wide Evaluation Office