



Management Response Action Plan to Implement the Recommendations January 2025

Recommendations and action points	Management Response and actions	Action lead office	Status
<p>1. For the 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 UN 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> <p>Timing: Immediate (within one year as part of 2.0 design)</p>	<p>ACCEPTED</p> <p>The ability for Spotlight programmes to adapt more readily to their contexts is a key feature of Spotlight Initiative 2.0 design and roll-out.</p> <p>The Initiative is in the process of reviewing its theory of change and revising its global results framework to improve relevance and responsiveness, maintaining the comprehensive approach, crosscutting elements, and key non-negotiable requirements.</p> <p>Technical and programmatic guidance, including guidance on promoting interaction across pillars and between country regional programmes, is also being developed.</p> <p>The Spotlight Initiative 2.0 Fund also reflect more flexibility and simplified processes across the programming cycle, including in design, implementation, monitoring and reporting.</p>	Spotlight Initiative Secretariat	
<p>1a. Ensure that all key stakeholders are engaged in the redesign process including civil society and all entities with specialized expertise including the World Health Organization (WHO) given its proven expertise and deep experience of the health services sector on issues of VAWG and gender-based violence.</p>	<p>ACCEPTED Deadline: Q3 2025</p> <p>The Secretariat is engaging all key stakeholders – including civil society and UN agencies (inclusive of WHO) – in the re-design of Spotlight Initiative 2.0.</p> <p>Spotlight Initiative and its Civil Society Global Reference Group led a year-long CSO co-design process that engaged over 700 civil society actors to develop key recommendations for Spotlight 2.0.</p>	Spotlight Initiative Secretariat, in collaboration and consultation with all key stakeholders.	<p>The recommendations generated through the CSO co-design 2.0 process are being implemented.</p> <p>The scoping study on evidence gaps is completed, and</p>

	<p>The Initiative also conducted a participatory scoping study on the state of evidence in the EVAWG field, consulting all key stakeholders – including UN agencies and entities (including WHO), CSOs, governments, and others working to EVAWG, to ensure learning and knowledge from the Initiative fill critical sector wide gaps.</p> <p>The Initiative is engaging all relevant stakeholders in the re-design of its global results framework, methodological notes, and reporting templates and guidance.</p> <p>The Initiative will continue to dialogue with stakeholders to ensure the new fund set up is fit for purpose.</p>		<p>will inform the Initiative's work in this area going forward.</p> <p>The re-design of the Initiative's results framework and reporting templates is underway, and will be completed in 2025.</p> <p>The 2.0 Fund Terms of Reference was collaboratively developed, and features more inclusive governance mechanisms.</p>
<p>1b. Simplify the six-pillar model to fewer pillars to allow for greater tailoring and prioritization across contexts, including consideration of an approach tailored to SIDS contexts, while retaining all elements of the proven model.</p>	<p>ACCEPTED</p> <p>A participatory revision of the global results framework has begun and is engaging all key stakeholders (particularly civil society, UN Agencies, government, and academia).</p> <p>Outcome, output, and indicator statements will be revised to ensure improved responsiveness and relevance, allowing programmes to tailor the model, while retaining its critical features.</p> <p>Revisions will also allow programmes to better capture and report on change across diverse country and regional contexts, country groupings (including SIDS), and dimensions of the Initiative's work, including on movement building.</p>	<p>Deadline: Q2 2025</p>	<p>Spotlight Initiative Secretariat, in consultation with all key stakeholders.</p> <p>This process launched in late 2024 and is currently in the data collection phase.</p>

	Revisions will ensure a more systematic collection of disaggregated data on programme reach, particularly to vulnerable groups		
<p>1c. Complement the theory of change with the development of a theory of value creation at the inception phase of the Spotlight Initiative 2.0 to facilitate the comprehensive capture of both tangible and intangible results.</p>	<p>ACCEPTED Deadline: Q3 2025</p> <p>Spotlight Initiative welcomes the value for money (VFM) study as part of the final evaluation, and appreciates its findings and recommendations, including for improvements in operational coordination, and stronger mechanisms to track the impact of programming on marginalized groups. Spotlight Initiative notes that the absence of a theory of value alongside the Initiative's theory of change in its original design may have limited the ability of the Initiative to capture the full value it created.</p> <p>At the same time, the Initiative acknowledges the (methodological) limitations of value for money studies more generally, including that such exercises can inadvertently reduce complex human rights issues to economic terms.</p> <p>In addition to the potential methodological challenges, the current financial reporting architecture does not lend itself to costing GBV interventions at activity level. A level of disaggregation at outcome level is possible but places an additional burden on programmes (at a time when the Initiative is being asked to further simplify processes). The VFM study itself notes these limitations, as well.</p> <p>This said, Spotlight Initiative, the MPTF Office, and relevant stakeholders are committed to exploring the best way to take forward this recommended action.</p> <p>The Initiative – together with all relevant stakeholders – will reflect on developing a theory of value creation.</p> <p>The Initiative will explore various approaches to capture the full range of value created by the Initiative, keeping in mind the limitations of data availability, methodological approaches to costing GBV interventions, and of the existing financial reporting architecture. It will also consider the ethical challenges of this for a programme working to end VAWG. As the Administrative Agent, the MPTF Office will collaborate with stakeholders to consider how best to take this action forward.</p>	Spotlight Initiative Secretariat and MPTFO, with all key stakeholders.	Discussions have been held between Spotlight Initiative, the UN System Wide Evaluation Office, and the leading academic on developing a theory of value creation alongside the Initiative's theory of change.

1d. Work with key stakeholders to identify specific aspects of women's economic empowerment programming with strong linkages to EVAWG to provide guidelines in order to clarify the focus of this area within the Spotlight Initiative model as a critical component of a comprehensive response in certain contexts.	ACCEPTED Building off existing learning, the Initiative will develop new or adapt existing guidance on implementing interventions to address women's economic rights and empowerment in the context of comprehensive EVAWG programming.	Deadline: By Q3 2025	Spotlight Initiative Secretariat with key stakeholders.	To begin in early 2025.
1e. Provide flexibility on pillar focus at regional and country levels to allow for prioritization and staging, while maintaining the comprehensive approach. The design should include key core elements to preserve the integrity of the model including a focus on civil society organization engagement as a pillar-specific and cross-cutting element.	ACCEPTED Spotlight Initiative will revise the guidance provided to UNCTs regarding pillar focus. This will be done with a view to fostering flexibility while maintaining the integrity of the model, working across all pillars and programme levels, with a focus on engaging CSOs in pillar-specific and cross-cutting work.	Deadline: By Q3 2025	Spotlight Initiative Secretariat, with all key stakeholders.	Technical guidance notes are being updated.
1f. Clarify and formalize relationships and interactions between and across regional and country programmes to capitalize on opportunities for synergistic programming.	ACCEPTED The Initiative will revise programme guidance (and offer advice during programme development) to leverage opportunities for new programmes to work together across levels. The Initiative will further clarify relationships between country and regional programmes through technical guidance on implementing the model.	Deadline: End of 2025 and beyond	Spotlight Initiative Secretariat, in consultation with RUNOs and other key stakeholders.	This is ongoing work, as new programmes come on board in 2025, and beyond. Interactions between regional and country programmes are being clarified through programme document development.
1g. Allow for engagement with the full spectrum of UN entities without designation of core and non-core.	ACCEPTED Spotlight Initiative 2.0 Fund Terms of Reference, and engagement with the Agency Focal Point group, now reflect inclusive engagement of UN entities, without designation of core and non-core.	Deadline: Met	EOSG and Spotlight Initiative Secretariat.	Completed.

<p>1h. Develop a simpler results framework with fewer indicators, drawing on good practice from the United Nations joint programmes to end female genital mutilation and early child marriages, maintaining the comprehensive framing, while ensuring the more systematic capture of disaggregated data on programme reach to vulnerable groups.</p>	<p>ACCEPTED Deadline: By Q2 2025</p> <p>The Initiative launched a revision process of its results framework engaging key stakeholders and drawing on good practice. The new framework will better capture change across diverse contexts and populations, including vulnerable groups, and offer more meaningful and measurable metrics of progress while continuing to feature a range of indicators (reflective of the comprehensive model).</p>	<p>Spotlight Initiative Secretariat, with key stakeholders.</p>	<p>The revision process has begun and, as of December 2024, is in the data collection phase.</p>
<p>2. For the 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 the 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> <p>Timing: Immediate (within one year as part of 2.0 design)</p>	<p>ACCEPTED</p> <p>Enhancing the relevance and responsiveness of programme design and operations in shifting changing contexts is a priority for Spotlight Initiative 2.0, and is underway, as detailed further below in response to recommendations 2a, 2b, and 2c.</p> <p>The Initiative is exploring ways to adapt its work to crisis and emergency contexts, ensuring complementarity with existing humanitarian interventions and coordination mechanisms, including the Gender-Based Violence Area of Responsibility (GBV AoR), and the work of UNFPA, UNHCR, and others.</p>	<p>Spotlight Initiative Secretariat</p>	
<p>2a. Assume dynamic environments in the design stage to create more agile systems to adjust and respond to changing contexts, drawing on learning from MPTFs in complex contexts (for example, the UN Peacebuilding Fund and the Women's Peace and Humanitarian Fund).</p>	<p>ACCEPTED Deadline: By the end of 2025</p> <p>As the final evaluation underscored, the Initiative has pivoted well in dynamic and shifting contexts, including during COVID-19.</p> <p>The Initiative will continue to assume that contexts are dynamic and ensure that programme design and operations allow for increasing agility.</p> <p>Learning from existing work, the Initiative will revise its Programme and Operations Manual to further facilitate the ability to quickly adapt to</p>	<p>Spotlight Initiative Secretariat, with key stakeholders, including those working to end GBV in humanitarian</p>	<p>Revisions to the Programme and Operations Manual have begun.</p>

	shifting contexts (including by codifying how Spotlight Initiative programmes can fast track budget revisions, and other operational and programmatic approvals).	and conflict settings.	
2b. Develop crisis preparedness guidance and systems for adaptation to substantial changes to context, based on lessons learned from the Spotlight Initiative and other programmes.	<p>AGREED Deadline: By the end of 2025</p> <p>Spotlight Initiative will develop guidance to help programmes adapt to changes in contexts based on learning from the first generation of Spotlight Initiative programmes, and from other programmes.</p> <p>The Initiative will develop technical guidance on how to adapt to substantial changes in context and remain responsive.</p> <p>Learnings from existing interventions and programmes, and from the first generation of Spotlight Initiative programmes will inform the guidance.</p>	Spotlight Initiative Secretariat, with UN Agency Focal Points, and those working to address GBV in crisis settings.	The first draft of the guidance has been completed, and will be further revised with emergent learning, and through additional review and input from all relevant stakeholders.
2c. Consult with key stakeholders in the GBV space for humanitarian and conflict settings to develop a Spotlight Initiative design model tailored to complex contexts, allowing for nimbler implementation and pillar-specific focus areas to support a broader comprehensive approach to EVAWG that targets gaps and reinforces work across wider gender-based violence programming in complex contexts.	<p>ACCEPTED Deadline: By the end of 2025</p> <p>Spotlight Initiative recognizes that the existing humanitarian architecture, including coordination mechanisms, can deliver effective GBV programming in humanitarian and conflict settings.</p> <p>The Initiative will engage with key stakeholders working to end GBV in these settings to ensure its 2.0 design fosters operational flexibility, and allows Spotlight Initiative programmes to quickly adapt to complex contexts, targeting gaps and reinforcing existing work.</p> <p>In close collaboration with key stakeholders, the Initiative will revise its global results framework, produce relevant guidance (including technical guidance on pillar specific focus areas in complex contexts), and review its Programme and Operations Manual.</p>	Spotlight Initiative Secretariat, with key stakeholders, including UN Agency Focal Points, and those working to deliver GBV programming in humanitarian and conflict settings.	The revision of the results framework is underway, and draft guidance on pivoting in humanitarian and conflict settings has been developed.
2d. Systematize minimum standards for do no harm considerations throughout programme design, implementation and monitoring and evaluation.	<p>ACCEPTED Deadline: By the end of 2025</p> <p>The Initiative will compile and share existing guidance (developing new, if needed) on applying a survivor centred approach to ending GBV, including ensuring programming is aligned with the principles of “do no harm” and “leaving no one behind”.</p>	Spotlight Initiative Secretariat, with key stakeholders, including the Initiative's	<p>To begin in Q1 2025.</p> <p>Minimum standards will be systematized within the year</p>

	The Initiative will deepen the capacity of practitioners in participatory monitoring, evaluation, and reporting to center the experiences of survivors, rights holders and communities through targeted guidance, workshops, and knowledge exchanges.	Civil Society Reference Group members and UN Agency Focal Points.	(2025), and support to new programmes will be ongoing throughout the programming cycle.
<p>3. For the Spotlight Initiative 2.0, 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> <p>Timing: Immediate (within one year as part of 2.0 design)</p>	<p>ACCEPTED</p> <p>Spotlight Initiative recognizes the importance of streamlined phasing and sequenced approaches to implementation. The Initiative is committed to ensuring efficient fund allocation based on available funds.</p> <p>The MPTF Office will continue to adhere to the standard KPI on fund disbursement (5 business days following receipt of the Funds Transfer Requests (in line with legal agreements and based on the approved allocations by the governing body). Spotlight Initiative Secretariat and Recipient UN Organisations acknowledge the need for and importance of aligning human resources with programme delivery and operational demands.</p> <p>However, the Initiative faces strong political and operational pressure for efficiency, including with regards to staffing and programme management unit costs, and anticipates that it may be difficult (due to factors outside of the Initiative's control) to take forward this recommendation. The requirements and expectations of donors and auditors, for example, and challenges coordinating and cohering UN administrative and financial reporting processes pose barriers to alignment.</p> <p>Nonetheless, the Initiative will work with all stakeholders to these bottlenecks to ensure improvements can be made.</p>	<p>Spotlight Initiative Secretariat</p> <p>Recipient UN Organisations</p>	
<p>3a. As part of programme development, allow time and space (specifically, an inception phase) for the development of cohesive operational processes needed for efficient programme implementation, drawing on</p>	<p>ACCEPTED</p> <p>Deadline: By the end of 2025</p> <p>The Initiative will update its Programme and Operations Manual to include targeted advice on how to further streamline and cohere</p>	<p>Spotlight Initiative Secretariat with UNCTs and UN</p>	<p>The Manual is currently being revised.</p>

documented good practice examples (for example, Kyrgyzstan).	operational processes. This update will include guidance on a programme inception phase. Guidance will reflect learning from the first phase of the Initiative, as well as findings from evaluations and assessments of the Initiative, and other documented good practices.	Agency Focal Points.	
3b. Review fund disbursement modalities to mitigate challenges in maintaining implementation timelines and the recruitment and retention of key programme personnel. This includes revisiting pre-financing mechanisms and amending the current fund disbursement modality requiring all RUNOs to achieve 70 per cent rate of fund utilization before replenishments are released to participating agencies.	<p>ACCEPTED Deadline: 2025</p> <p>There is a distinction between fund allocations and fund disbursements.</p> <p>The former refers to the approval of programmes by a Fund's governing bodies, and decisions to release further funding, while the latter refers to the process of transferring funds from the Administrative Agent to RUNO bank accounts. Allocation processes are carried out by the governance of the Fund, based on available funds.</p> <p>For disbursements, according to the UN Sustainable Development Group's legal instruments for UN MPTFs (i.e. MoUs with Agencies and contribution agreements with Donors), the Administrative Agent (MPTF Office) is responsible for disbursing funds within 5 business days following receipt of the Funds Transfer Requests (itself based on approved allocations by the governing body).</p> <p>The Fund Secretariat and the MPTF Office will work together to ensure that facilitating parameters that allow Agencies to meet the conditions to request further disbursements are put in place, while maintaining accountability and compliance.</p> <p>Spotlight Initiative will advocate for flexible fund allocation modalities to align with implementation timelines and ensure timely recruitment and retention of key programme personnel.</p> <p>This, however, is in part dependent on and must be aligned with the frequency and amount of donor instalments to the MPTF Office (as the Administrative Agent), as well as the requirements of donors to trigger the release of further instalments.</p>	Spotlight Initiative Secretariat, in consultation with UN Agency Focal Points and the MPTF Office.	Spotlight Initiative Secretariat has advocated with donors to provide as much funding as possible up front to allow for improved predictability and smoother operational delivery at the country level.
3c. Build on efforts to operationalize the principles of budget flexibility and adaptive programming within the Spotlight Initiative	ACCEPTED Deadline: Q3 2025	Spotlight Initiative Secretariat	To be initiated in 2025.

operational model, prioritizing contexts where RUNOs and their implementing partners are likely to face greater operational and human resource challenges, including multi-country office and SIDS contexts and countries shifting into crisis situations (see also Recommendation 2).	The Initiative will further embed the principles of budget flexibility and adaptive programming by codifying this in revisions of its Programme and Operations Manual (in line with relevant donor contractual requirements).	with UNCTs and UN Agency Focal Points.	
3d. Ensure programme management units are adequately staffed to perform monitoring and evaluation, communications and coordination functions while also ensuring that the coordination capacities required to operationalize joint and integrated UN EVAWG programmes are reflected in programme design and allocations.	<p>ACCEPTED Deadline: Mid 2025</p> <p>Staffing is the purview of the UNCTs (in line with the needs of the country and other factors). Spotlight Initiative Secretariat will, however, continue to provide guidance to and encourage Spotlight programmes to ensure that key programme functions – including programme coordination, M&E, and communications – are properly reflected and resourced, in line with learning from the first phase of Spotlight Initiative.</p> <p>Spotlight Initiative Secretariat will codify its advice and guidance on this through revisions to its Programme and Operations Manual.</p> <p>The Secretariat will also provide advice on and encourage adequate human resourcing through its review of programme budgets.</p>	Spotlight Initiative Secretariat, in consultation with UNCTs and UN Agency Focal Points.	Spotlight Initiative Secretariat has provided guidance to UNCTs to ensure adequate human resourcing of programmes throughout the design of recent Spotlight Initiative 2.0 programmes.
3e. Ensure RUNO staffing needs and capacities are adequately assessed and aligned to support implementation of Spotlight Initiative programmes, from the design stage onwards (action point directed at RUNOs).	<p>ACCEPTED Deadline: 2025 onwards</p> <p>Under the oversight of the Resident Coordinator, Recipient UN Organisations (RUNOs) will assess staffing needs and capacities and try to ensure they are well-aligned to support effective programming.</p> <p>Based off learning from the first phase of Spotlight Initiative, the Secretariat will work with RUNOs and donors to help ensure staffing is adequately resourced (within the operational requirements Agencies may have).</p>	RUNOs (UN Country Teams) in consultation with Spotlight Initiative Secretariat and UN Agency Focal Points.	<p>To be adopted as as new programmes come on board</p> <p>RUNOs have been taking these considerations into account in in the design of new Spotlight programmes.</p>
3f. Accelerate recruitment and procurement processes to mitigate operational bottlenecks for implementation of Spotlight Initiative programmes, leveraging UN efficiency gains in	<p>ACCEPTED Deadline: 2025 onwards</p> <p>While required to follow agency specific rules and regulations for recruitment and procurement passed by Executive Boards,</p>	UN Country Teams (RUNOs)	To begin in Q1 2025.

<p>business operations where possible (see also Recommendation 7 below) (action point directed at RUNOs).</p>	<p>Spotlight Initiative Secretariat will continue to encourage Recipient UN Organisations (RUNOs) to work to streamline recruitment and procurement processes, to the extent possible, to mitigate operational bottlenecks to efficient implementation.</p> <p>In line with joint programme guidance and where possible, and with the support of the Spotlight Initiative Secretariat, RUNOs will further work to streamline operational processes and leverage UN efficiency gains in business operations.</p> <p>Examples of this include deepened coordination, joint recruitment and procurement plans, joint calls for proposals, joint monitoring visits and collective reporting.</p> <p>RUNOs will be encouraged to use key frameworks and instruments to do this, such as the UNSDG business efficiency framework and the Business Operations Strategy 2.0.</p>	<p>in consultation with Spotlight Initiative Secretariat and UN Agency Focal Points.</p>	<p>To be adopted as as new programmes come on board</p>
<p>4. For the 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.</p>	<p>ACCEPTED</p> <p>The Initiative recognizes the value and importance of continuous improvement and will strengthen and simplify its monitoring, reporting, and learning systems in its next phase. Specifically, Spotlight Initiative will further enhance real-time learning and knowledge sharing to help scale-up successful practices. It will also revise its global results framework and methodological notes (as noted), and update its reporting system to ensure the Initiative's M&E and reporting architecture can capture a richer and more accurate picture of the results its programmes have achieved, particularly for marginalized groups.</p> <p>Spotlight Initiative Secretariat will explore approaches to assess the extent to which the Initiative's programmes deliver value, operate efficiently, and prioritize equity and the inclusion of marginalized groups. It will also continue to collaborate with UN Agencies and the MPTF Office on the analysis of workplans and budgets to better understand how specific investments contribute to results.</p>	<p>Spotlight Initiative Secretariat</p>	

Timing: Immediate (within one year as part of 2.0 design)			
4a. Develop streamlined and simplified annual reporting formats with inputs from users at country and regional levels to ensure relevance and reduce time and effort spent. Where possible generate reports that serve various purposes for reporting requirements set forth (for example, entities, donors).	<p>ACCEPTED Deadline: By early 2025</p> <p>While maintaining all applicable MPTF Office and donor requirements, reporting templates and guidance will be revised and streamlined with learning from previous Spotlight Initiative programmes, and input from users in new Spotlight Initiative programmes.</p>	Spotlight Initiative Secretariat with key stakeholders, including Spotlight programme teams (users).	Reporting templates and accompanying guidance notes are currently being updated.
4b. Build on and expand participatory monitoring approaches. Complement quantitative results monitoring with qualitative models such as outcome harvesting and most significant change. Socialize donors on the value of alternatives for the measurement of results to predetermined quantitative indicators.	<p>ACCEPTED Deadline: 2025 onwards</p> <p>The Initiative will revise existing guidance on participatory monitoring, evaluation and reporting, and launch a series of knowledge exchanges to build capacity on and further encourage the use of participatory approaches.</p> <p>The Initiative will help strengthen the capacity of programmes (and the UN system more broadly) by embedding guidance on participatory approaches in system wide courses (like those offered by UNSSC).</p>	Spotlight Initiative Secretariat, in consultation with RUNOs, civil society, and other key stakeholders.	To begin in 2025.
4c. Introduce mandatory disaggregation of data within monitoring and reporting, including in the global results framework, to better assess how the principle of leaving no one behind is being implemented.	<p>ACCEPTED Deadline: Q2 2025</p> <p>Spotlight Initiative programmes will work to more fully disaggregate data, including to better assess programme reach to structurally marginalized groups.</p> <p>The Initiative will ensure that the revised global results framework and its accompanying methodological notes support Spotlight Initiative programmes to better disaggregate monitoring and reporting data.</p> <p>The global reporting system (SMART) will also be updated to ensure it further facilitates the capture of disaggregated data.</p> <p>Reporting templates and guidance will include additional guidance (and examples) on how to disaggregate data for reporting.</p>	Spotlight Initiative Secretariat with key stakeholders, particularly UN Agency Focal Points.	As noted, the results framework is currently being revised, as are reporting templates and guidance.

<p>4d. Integrate a value-for-money framework at the time of design of the Spotlight Initiative 2.0 based on the framework utilized by the value-for-money assessment of the Spotlight Initiative undertaken during the final evaluation. The framework should include a comprehensive definition of value for money, as well as criteria, sub-criteria, standards, and indicators to guide monitoring and collection of data during implementation of the Initiative to serve as a key input for future value-for-money assessments and to inform investment decisions.</p>	<p>ACCEPTED Deadline: Q3 2025</p> <p>(See management response to 1C as well.)</p> <p>The Initiative is deeply committed to delivering value, operating efficiently, and prioritizing equity and inclusion, particularly for marginalized groups.</p> <p>As such and in collaboration with all relevant stakeholders, including the MPTF Office as the Administrative Agent, the Initiative will further reflect on how best to take forward this recommendation.</p> <p>Together with relevant stakeholders –including MPTF Office and UN Agencies (particularly UNFPA given the agency’s work to build an investment case to address VAWG) – Spotlight Initiative will reflect on how to take forward this recommendation.</p> <p>The Initiative will explore various approaches to the development of a VFM framework (based on the approach used in the VFM assessment) with consideration to feasibility of developing such a framework given the constraints of outcome and impact level data at country level, data availability at activity level, and of the standardized financial reporting architecture. The Initiative will also reflect on the ethical, rights-based concerns of doing this for a global EVAWG programme.</p> <p>The MPTF Office will collaborate with Spotlight Initiative (and others) to reflect on the implications of this recommendation, as well, including by considering what’s required to take it forward.</p>	<p>Spotlight Initiative Secretariat in collaboration with relevant stakeholders, including MPTF Office and UN Agency Focal Points.</p>	<p>Discussions have been held between Spotlight Initiative, the UN System Wide Evaluation Office, and academics on developing a VFM framework.</p>
<p>4e. Embed plans for cross-learning and sharing of experiences within the country, particularly within locales where the programme is not implemented, while also including systems for global cross-learning to extend reach and to better capture evidence of influence and impact.</p>	<p>ACCEPTED Deadline: 2025 onwards</p> <p>The Initiative will revise existing and develop new programme guidance on knowledge management and learning to uptake of lessons from Spotlight Initiative 1.0, and support incoming programmes to effectively capture learning and innovations, with a view to scaling successful practices and innovations.</p> <p>The Initiative will convene cross-regional knowledge exchanges to foster learning across the country, regional and global levels.</p>	<p>Spotlight Initiative Secretariat together with relevant stakeholders, including Spotlight programme teams.</p>	<p>Ongoing work.</p> <p>Several events and exchanges have already been held, including at SVRI and at the AWID Forum, to promote cross-learning and</p>

	The Initiative will launch a capacity building series for new Spotlight Initiative programmes to enhance real time learning (and adaptations).		experience sharing. The Initiative's knowledge management guidance is being revised.
4f. Consolidate knowledge products and communication channels to ensure greater accessibility and clearer platform usability. Disseminate good practices from the Spotlight Initiative 2018–2023 to inform wider uptake of innovative approaches and key learnings, building on the Compendium of Innovative and Good Practices and Lessons Learned (2024).	<p>ACCEPTED</p> <p>Deadline: 2025 onwards</p> <p>Spotlight Initiative will further develop its Global Knowledge Product Tracker, which consolidates all knowledge products produced by the Initiative in a single repository.</p> <p>The Tracker will also be linked to the Initiative's Learning Center and on relevant platforms across the UN system, as feasible.</p> <p>The Initiative will further disseminate good practices from Spotlight Initiative 1.0 through knowledge exchanges and other mediums to encourage wider uptake.</p> <p>The Compendium of Innovative and Good Practices and Lessons Learned (2024) and the Spotlight Initiative Learning Centre (2024) will be shared widely through a capacity development series.</p>	Spotlight Initiative Secretariat, with all relevant stakeholders.	<p>Ongoing work.</p> <p>The capacity development strategy is under development.</p>
5. 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	<p>ACCEPTED</p> <p>Spotlight Initiative reaffirms that the engagement of civil society remains a top priority. Building on successful models, the Initiative will enhance CSO engagement, including by ensuring civil society reference groups are well resourced and supported.</p> <p>More broadly, the Initiative is committed to expanding stakeholder engagement in governance (by enhancing the role of civil society organizations and non-traditional actors), and facilitating improved communication flows. This will be done in line with the accountability requirements of a UN Secretary-General Fund as laid out by the Office of Legal Affairs. This requires that all decisions on the strategic direction of</p>	Spotlight Initiative Secretariat	

<p>and facilitating joint and simplified financing and reporting structures to reach grassroots and civil society organizations.</p> <p>Timing: 2-3 years</p>	<p>the Fund and financial allocations must be made by UN officials consistent with Article 100 of the Charter of the United Nations, limiting the participation of non-UN stakeholders in decision making.</p>		
<p>5a. Maintain multisectoral governance bodies, while establishing mechanisms for bi-directional communications and feedback loops across the different levels of governance structures.</p>	<p>ACCEPTED Deadline: 2025</p> <p>The Initiative will codify communication flows and feedback loops in the respective ToRs of the various governance bodies, and through updates to its Programme and Operations Manual.</p> <p>The Initiative will encourage relevant decisions to be shared between programme and global level governance bodies, as well as among global bodies, including the Advisory Board (responsible for strategic advice), the Operational Steering Committee (responsible for investment planning and programmatic approvals), as well as the Global CS Reference Group (advise and accountability).</p>	<p>Spotlight Initiative Secretariat with all relevant stakeholders.</p>	<p>The Fund 2.0 Terms of Reference includes information on communicating across governance mechanisms.</p> <p>Revisions to the Programme and Operations Manual are underway.</p>
<p>5b. Maintain a focus on civil society organizations as a core component of the design within a mandatory pillar and cutting across all pillars with associated funding targets.</p>	<p>ACCEPTED Deadline: by the end of 2025</p> <p>The Initiative is revising its global results framework. It will retain a dedicated pillar on CSO engagement, and mainstream engagement across all other pillars.</p> <p>Technical and programming guidance will be revised to reinforce focus on civil society.</p> <p>Associated funding targets will be maintained, with the Initiative committed to delivering 30-50% of funding to civil society. Advocacy to ensure civil society reference groups are adequately resourced and supported will continue, and guidance on roles and responsibilities will be reinforced.</p> <p>The Initiative will advocate for and, to the extent possible, simplify financing and reporting processes to better engage grassroots groups. These efforts will align with and complement ongoing work of the UN</p>	<p>Spotlight Initiative Secretariat with the Global Civil Society Reference Group, in collaboration with implementing UN Agencies.</p>	<p>The results framework revision process is underway, civil society reference groups are being established in new programmes, and guidance for deeper engagement with civil society is being drafted.</p>

	Interagency Task Force for Advancing a UN-wide Funding Framework for Women's Organisations and Civil Society Organisations and the Gender Equality Acceleration Plan.		
5c. Work with the Civil Society Global Reference Group (or its equivalent under the Spotlight Initiative 2.0 Fund) to develop and disseminate a good practice compendium, highlighting mechanisms (for example, small grants, human resource development, institutional funding, etc.) to reach a broader group of civil society organizations engaged in EVAWG as implementing partners, including grassroots groups, women's organizations, and non-traditional partners in line with LNOB principles.	<p>ACCEPTED Deadline: By Q1 2026</p> <p>The Initiative will develop and disseminate a good practice compendium together with the Civil Society Global Reference Group.</p> <p>The compendium will be informed by the findings of the thematic assessment (on the Initiative's contributions to LNOB, CSO engagement and movement building), insights from the Grassroots Action Plan (GAP), and the recommendations from the 2.0 codesign process.</p> <p>The compendium will highlight mechanisms that have fostered more meaningful engagement with diverse CSOs.</p>	Spotlight Initiative Secretariat in collaboration with the Civil Society Global Reference Group.	This work is expected to begin in 2025.
5d. Identify and share good practice models on civil society organization engagement to promote learning on integrating these approaches across UNCTs and UNDCO guidance and common processes for UNCTs.	<p>ACCEPTED Deadline: 2025 and beyond</p> <p>The Initiative will work with key stakeholders, including the Global Civil Society Reference Group and DCO, to share learnings and good practice models for civil society engagement.</p> <p>Learnings will be shared across platforms, including the UNSDG knowledge portal (a one stop shop for RCs and UNCTs).</p> <p>DCO has agreed to disseminate learnings via the UNSDG knowledge portal, while the Initiative will focus on surfacing these.</p>	Spotlight Initiative Secretariat with DCO, in consultation with the Global Civil Society Reference Group.	To begin in 2025. Sharing these practices, and promoting learning is an ongoing process
<p>6. Develop a holistic funding strategy for consideration of UNSDG to step up joint UN programming at country, regional and global levels for EVAWG and to expand approaches to resource mobilization in line with the Spotlight Initiative comprehensive model, the principals of UN Development System reform and the commitments of the Funding Compact.</p> <p>Timing: 2 years</p>	<p>ACCEPTED</p> <p>Spotlight Initiative will develop a holistic funding strategy to support joint UN programming to end violence against women and girls (EVAWG) at country, regional and global levels.</p> <p>However, it is important to acknowledge the complexity of the current funding landscape. Securing adequate and sustainable funding for initiatives focused on advancing gender equality and women's human rights is challenging and, as donor priorities shift further away from human rights and gender-related initiatives, is likely to be even more so.</p>	Spotlight Initiative Secretariat	

	<p>It is therefore critical to expand collaborative resource mobilization efforts, aligning with the comprehensive Spotlight Initiative model, the principles of UN Development System reform, and the commitments of the Funding Compact.</p> <p>A coordinated approach will help ensure that gender equality, human rights, and efforts to end violence against women and girls remain at the forefront of global development agendas and receive the attention and resources they urgently require.</p>		
<p>6a. In line with the Spotlight Initiative comprehensive approach, the Spotlight Initiative Secretariat, with engagement of UN entities and in consultation with development partners, should develop a holistic funding strategy to support joint UN programming for EVAWG for the consideration by the United Nations Sustainable Development Group (UNSDG), taking into account:</p> <ul style="list-style-type: none"> i. Models from UN multi-partner trust funds, local trust funds and other mechanisms overseen by the UN Resident Coordinator in line with the principles of UN Development System reform. ii. Innovative approaches and linkages with private sector funding for investing “seed money” in middle and higher-income countries with enabling environments (via either global or regional programme reach) to capitalize on opportunities to support fast-tracked good practices that may be replicable in other countries. iii. Performance measurement and incentive structures of UN entities to support joint resource mobilization to address complex development challenges 	<p>ACCEPTED Deadline: Q1 2025</p> <p>Spotlight Initiative will finalize and further disseminate its partnerships strategy, having consulted it widely.</p> <p>The strategy takes into consideration existing UN multi-partner trust funds and innovative approaches to financing, including leveraging the private sector, to support system-wide response, including institutional and programmatic support to civil society actors.</p> <p>The strategy will include key performance indicators to measure progress, and considers incentives for inter-agency collaboration, aligned with the comparative advantage of individual agencies.</p>	Spotlight Initiative Secretariat, with UN agencies, partner governments, multilateral partners, civil society, and other global fund secretariats.	The strategy is nearly finalised following extensive consultations.

<p>including ending VAWG and gender-based violence.</p> <p>iv. The importance of both institutional and programmatic funding for civil society organizations within UN EVAWG programming, particularly for grassroots and women's organizations, recognizing the vital role of civil society in combating VAWG and supporting sustainability and LNOB principles.</p>			
Recommendations and suggestions for consideration			
<p>7. To further support UN Development System reform objectives, incorporate learning from the operationalization of the Spotlight Initiative to inform UN 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>Timing: 2 years</p> <p>Key elements for consideration:</p> <p>i. The development and dissemination of a good practice compendium to capture Spotlight Initiative learning on harmonizing UN entity-level operations at the country level (for example, joint procurement, collective peer review of terms of reference, joint expressions of interest and calls for proposals, joint trainings for implementing partners, and joint monitoring activities).</p> <p>ii. The envisaged review of the Management and Accountability Framework (2021) and Cooperation Framework Guidance could be entry points to further delineate the</p>	<p>ACCEPTED</p> <p>Spotlight Initiative is committed to modelling the principles of UN Development System reform. There is strong momentum for the Initiative to share its learning (on harmonization of operational and programmatic practices and processes, partnership agreements, and technical approaches to drive more coherent and integrated EVAWG programming) with the broader system.</p> <p>The Initiative will advocate with UN leadership and entities driving the reforms to integrate these lessons into existing system wide reform efforts (including related groups, processes, guidance, and frameworks). Operational alignment with existing UNCT tools and processes is essential to improving the Initiative's efficiency at country level, as well.</p> <p>Actions that Spotlight Initiative together with all key stakeholders, including UNDCO, will collaboratively take forward include the following:</p> <p>1. Develop and disseminate a good practice compendium highlighting Spotlight Initiative learning (including from this Final Evaluation) on harmonizing UN entity-level operations at the country level. This could include learning on collective peer review of terms of reference, joint expressions of interest and calls for proposals, joint procurement, joint training for implementing partners, and joint monitoring activities.</p> <p>2. Share the Initiative's lessons to date via relevant reform processes and forums. This could include UNSDG associated forums and groups</p>	<p>Spotlight Initiative Secretariat</p> <p>United Nations Development Coordination Office (UNDCO)</p>	

<p>accountabilities and responsibilities for UN Resident Coordinators and Heads of Agencies for integrated and joint programming.</p> <p>iii. Future updates to the Guidance Note on a New Generation of Joint Programmes (2022) could include the operational dimensions of programme design and delivery, such as those related to joint procurement, recruitment and financial reporting.</p> <p>iv. Clarifying roles for Resident Coordinator's Office coordination for integrated programming (with reference to the UN Peacebuilding Fund model and UNSDG Joint Programming Guidance) (action point directed at UNDCO).</p> <p>v. Giving increased attention to programmatic and operational risks, including the potential impact of operational issues associated with the processes and procedures of UN entities, as part of risk management in joint and integrated programmes, particularly programmes to EVAWG where such risks may affect service delivery and support to survivors of violence.</p>	<p>working to revise existing UNSDG policy guidance and accountability frameworks on, for example, pooled funds, joint programmes, and cooperation frameworks. This could also include the MAF revision process, the UN-SWAP 3.0 exercise, and through processes related to the implementation of the gender equality acceleration plan (GEAP).</p> <p>3. Increase attention to programmatic and operational risks, including the potential impact of operational issues associated with the processes and procedures of UN entities, as part of risk management in future Spotlight Initiative programmes.</p> <p>These actions will begin in 2025 and continue through 2026, as sharing lessons learned and increasing awareness of risks for incoming programmes are ongoing efforts.</p>		
<p>8. Embed the comprehensive Spotlight Initiative approach to EVAWG ('Spotlight Standard') into the implementation of the UN System-Wide Gender Equality Acceleration Plan (2024), UN-SWAP (entity level) and the UNCT-SWAP (country level) and other common UN Development System processes such as common country analyses and UN cooperation frameworks to serve as driving forces for collective UN work to prioritize a</p>	<p>ACCEPTED</p> <p>Spotlight Initiative – together with all key actors – will work to embed relevant components of its comprehensive model to EVAWG into applicable UN system-wide processes and frameworks. These could include processes to implement the UN System-Wide Gender Equality Acceleration Plan (2024), processes to revise the UN-SWAP and UNCT-SWAP, and other common processes, such as the development of the UN common country analysis (CCA) and the UN Cooperation Frameworks</p>	<p>Spotlight Initiative Secretariat</p> <p>In consultation with: UNDCO</p>	

<p>comprehensive approach to EVAWG. This will support extended geographical reach and coverage of comprehensive EVAWG programming across the UN development system and expand resource mobilization opportunities.</p> <p>Timing: 2-3 years</p> <p>Key opportunities include:</p> <ul style="list-style-type: none"> i. The development of a branded “Spotlight Standard” for UNCT comprehensive approaches to EVAWG to provide benchmarks to support processes needed for UN EVAWG integrated programming, working within existing tools and mandatory processes for UNCTs, including common country analyses, UNSDCF, and linking to UNCT-SWAP requirements. ii. The development of capacity-building initiatives of UNCTs to support integration of the Spotlight Standard in common country analyses and UNSDCF for an integrated UN system approach reinforced by linkages to UNCT-SWAP requirements. iii. The establishment of linkages to embed the Spotlight Initiative model and standards into UN systems to implement the UN System-Wide Gender Equality Acceleration Plan such as: 1.3. coordinated and joint activities result in the reversal of systemic gender inequality across all sectors; 2.2. adoption of entity plans to operationalize the Gender Equality 	<p>(the latter two as primary entry points for UNCT action on ending violence against women and girls).</p> <p>By doing so, the Initiative can help expand evidence-based, comprehensive EVAWG programming globally, strengthen system wide coherence and coordination across UN entities to do the same, and create new opportunities for resource mobilization to collectively address VAWG. It can also further inform the UN reforms (as detailed further above in the response to Recommendation 7), by highlighting how coordinated processes, operational efficiencies, and RC leadership drive better programming to end violence against women and girls and results.</p> <p>To take this recommendation forward, the Initiative will build on and learn from existing successful evidence-based interventions and continue to advocate with a wide-range of UN actors and bodies to embed this approach.</p> <p>Actions that Spotlight Initiative together with all key stakeholders, including UN DCO and UN Women, will collaboratively take forward include the following:</p> <ol style="list-style-type: none"> 1. Share key elements of the Initiative’s model with UNCTs through an advocacy document to help promote a comprehensive approach to EVAWG at country level. 2. Continue to advocate with a wide-range of UN actors and bodies to embed this approach, including into updates or revisions of gender accountability frameworks such as the UN-SWAP (entity-level framework) and the UNCT-SWAP (country-level framework). 3. Develop benchmarks for UN EVAWG integrated programming and reflect these in existing analyses, tools, and common processes for UNCTs, including common country analyses, the development of UN cooperation frameworks, and relevant requirements or actions related to implementing the Gender Equality Acceleration Plan (2024). As relevant, other entry points can be considered, as well. 	<p>UN Women (UN System Coordination Division)</p>	
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<p>Acceleration Plan; 3.3. biennial gender equality reviews of UN activities with the UN leadership in all UN Member States.</p> <p>iv. The articulation and integration of a Spotlight Standard into new iterations or updates of mandatory gender accountability frameworks for the UN, specifically the UN-SWAP (entity-level framework) and the UNCT-SWAP (country-level framework).</p>	<p>4. Design capacity-building initiatives to help UNCTs to integrate this approach in common country process and programming (see action point 6 below).</p> <p>5. Consider further opportunities for collaboration with the UN System Staff College (building on the Initiative’s previous engagement) as another entry point to embed or institutionalize relevant elements of the Initiative’s model (including its participatory approach to monitoring, evaluation and reporting).</p> <p>Some of these actions are already underway (such as #2 and #5), while begin in 2025. Action #1 will be completed by mid-2025, while the other actions point to ongoing work (capacity building, advocacy, and collaboration with the system to institutionalize elements of the model).</p>		
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