Spotlight Initiative

To eliminate violence against women and girls

Global

Annual Narrative Progress Report

01 January 2019 – 31 December 2019

Initiated by the European Union and the United Nations:

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Glossary of Acronyms

AA	Administrative Agent
ACORD	Agency for Cooperation in Research and Development
ACP	African, Caribbean, Pacific group
AFP	Agency Focal Point
ASEA	Association of Southeast Asian Nations
AWLI	African Women Leaders Leadership Institute
AWP	Annual Work Plan
BOS	Business Operations Solutions
C4D	Communication for Development
CBOs	Community-Based Organizations
CEDAW	UN Committee on the Elimination of All Forms of Discrimination Against Women
CEDAW	Convention on the Elimination of Discrimination Against Women
CIM	(Inter-American) Commission of Women
CoP	Community of Practice
CONAMI	the National Microcredit Commission
COSI	Community of the Spotlight Initiative
CP	Country Programme
CPD	Country Programme Document
CPIMS	Child Protection Information Management System
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSE	Comprehensive Sexuality Education
CSJ	Supreme Court of Justice (El Salvador)
CSLRG	Civil Society Local Reference Groups
CSNRG	Civil Society National Reference Group
CSOs	Civil Society Organizations
CSRG	Civil Society Reference Group
CSW	Commission on the Status of Women
DEVCO	United Nations Development Coordination Office (Also – DCO)
DFID	Department for International Development
DHS	Demographic Health Survey
DPOs	Disabled Persons Organizations
DV	Domestic Violence
EDD	European Development Day
EOI	Expression of Interest
EOSG	Executive Office of the Secretary-General

ESP	Essential Services Package
EU	European Union
EVAWG	Eliminating Violence Against Women
EVAWMW	Eliminating Violence Against Women Migrant Workers
FGM	Female Genital Mutilation
FSVAC	Family and Sexual Violence Action Committee
GBV	Gender-Based Violence
GRB	Gender-Responsive Budgeting
GII	Gender Inequality Index
GIS	Graphic Information System
GoZ	Government of Zimbabwe
HIV	Human Immunodeficiency Virus
HoA	Head of Agency
HP	Harmful Practice
ILO	International Labour Organization
ICWEA	International Community of Women Living with AIDS in Eastern Africa
IDWF	International Domestic Workers Federation
INAM	Instituto Nacional de la Mujer (National Institute for Women)
INDEC	National Institute of Statistics and Censuses
INEGI	National Institute of Statistics and Geography
INMUJERES	National Institute for Women
IOM	International Organization for Migration
IP	Implementing Partner
IPV	Intimate Partner Violence
JSC	Judicial Service Commission
LACRO	UNFPA Regional Office for Latin America and the Caribbean
LAD	Legal Aid Directorate
LGAMVLV	Ley General De Acceso De Las Mujeres A Una Vida Libre De Violencia (General Law On Women's Access To A Life Free Of Violence)
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MAG	Male Action Group
MESECVI	Follow-up Mechanism to the Belem do Para Convention
MGCSV	Ministry of Gender, Children and Social Protection
MICS	Multiple Indicators Cluster Survey
MIS	Management Information Systems
MoEST	Ministry of Education, Science and Technology
MoM	Ministry of Manpower

MoH	Ministry of Health
MoJ	Ministry of Justice
MoU	Memorandum of Understanding
MWACSMED	Ministry of Women Affairs, Community, Small and Medium Enterprises Development
NAP	National Action Plan
NAWOU	National Associations of Women's Organizations in Uganda
NGO	Non-Governmental Organization
NPA	National Prosecuting Authority (This is in the report as the National Planning Authority)
NSC	National Steering Committee
NSC	National Steering Committee
NSS	National Statistical System
NUWODU	National Union of Women with Disabilities of Uganda
OAG	Office of the Auditor General
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPC	Office of the President and Cabinet
OSC	Operational Steering Committee
PEP	Post-Exposure Prophylaxis
PFLN	Platform of Women Leaders of Niger
PSEA	Prevention of Sexual Exploitation and Abuse
RC	Resident Coordinator
RCO	Resident Coordinator's Office
REC	Regional Economic Communities
RUNOs	Recipient United Nations Organizations
SDGs	Sustainable Development Goals
SEM	Socio-Ecological Model
SGBV	Sexual and Gender Based Violence
SI	Spotlight Initiative
SIDA	Swedish International Development Agency
SOP	Standard Operating Procedures
SRE	Secretaría de Relaciones Exteriores (Ministry of Foreign Affairs)
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infection
UASJ-SEGOB	Unit for the Support of the National Justice System frOm the Ministry of the Interior
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDAF	UN Development Assistance Framework
UNDIS	UN Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNGA	United Nations Educational, Scientific and Cultural Organization
UNIC	United Nations Information Centres
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNPRPD	United Nations Partnership on the Rights of Persons with Disabilities
UNTF EVAW	UN Trust Fund to End Violence Against Women
UNYPA	Uganda Network of Young People Living with HIV and AIDS
UWOPA	The Uganda Women Parliamentary Association
VAWG	Violence Against Women and Girls
VFS	Victim Friendly System
WHO	World Health Organization
WHRD	Women Human Rights Defenders
WISCAR	Women in Successful Careers
WPFH	Women's Peace and Humanitarian Fund
YFN	Young Feminist Network

Chapter 1: Executive Summary

Introduction

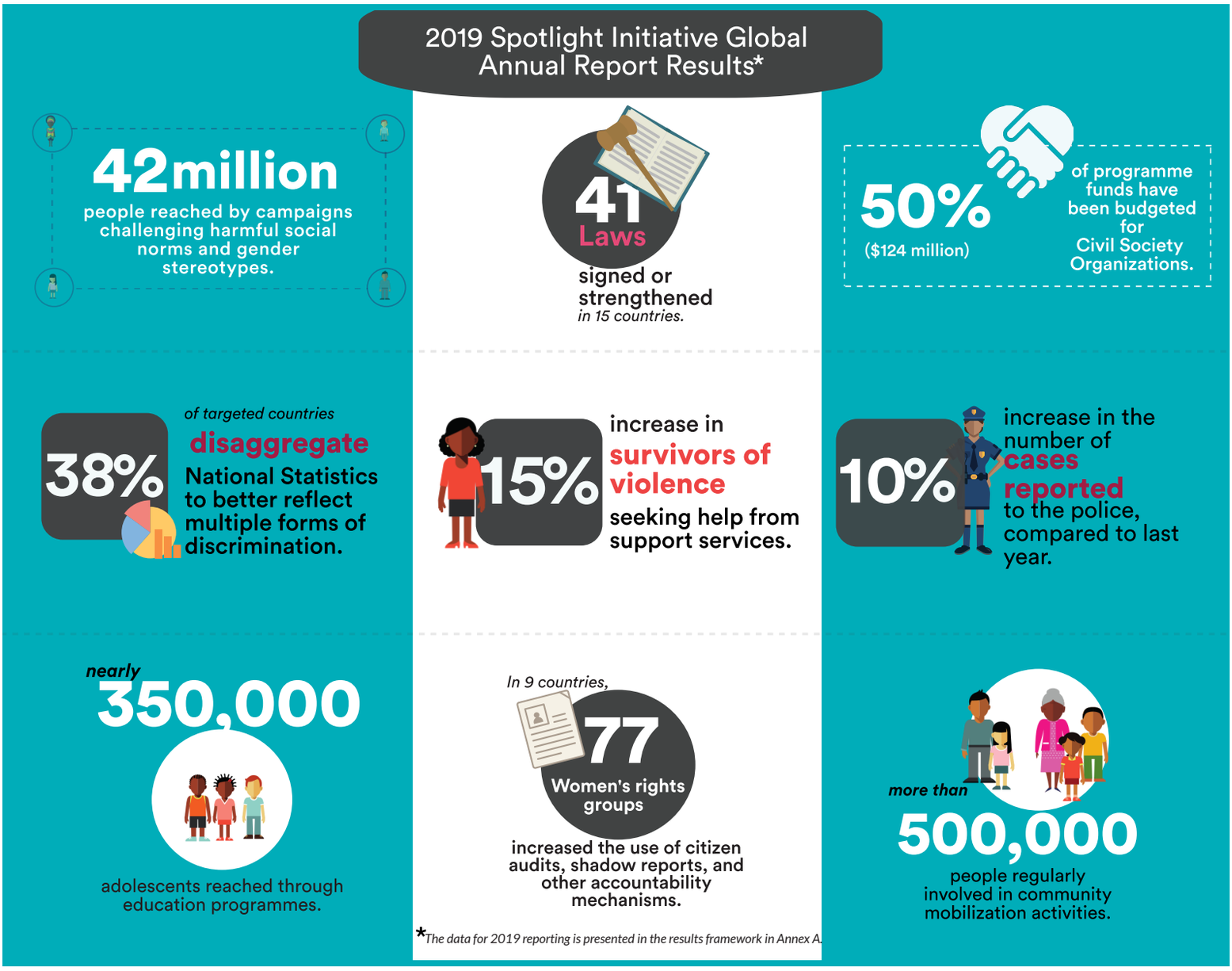
At the time of writing this report, COVID-19 has become an unprecedented global health, economic, and ultimately development crisis. As the pandemic and measures to mitigate it, including movement restrictions, have spread, so too has a shadow pandemic: rising levels of violence against women and girls. In the face of this alarming trend, the work of the largest global investment in eliminating of violence against women and girls – the Spotlight Initiative – has never been more relevant or necessary.

We have redoubled our commitment and efforts in the face of this challenge and going forward will be focused on encouraging others to join this effort, so that together we can achieve the goal of eliminating all forms of violence against women and girls, a precondition to the successful achievement of the Sustainable Development Goals by 2030.

In its second year of operations, the Spotlight Initiative, a global partnership between the European Union and the United Nations, consolidated and expanded its work to eliminate all forms of violence against women and girls and now covers Africa, Asia, the Caribbean, Latin America and the Pacific.

Guided by the principle of "leaving no one behind", the Spotlight Initiative country and regional programmes have meaningfully reached women and girls facing multiple and intersecting forms of discrimination. In its roll out, the Spotlight Initiative leveraged the collaborative and comparative advantages of its three core agencies – the UN Entity for Gender Equality and the Empowerment of Women (UN Women), the UN Population Fund (UNFPA), and the UN Development Programme (UNDP) – working closely with the UN Children's Fund (UNICEF) and other relevant UN agencies, funds and programmes. Country and regional programmes delivered across the six Pillars of its comprehensive theory of change, with the Spotlight Initiative achieving promising results in 2019. This year's global annual report offers a multi-disciplinary account of these results and of the evolution of the Initiative in the past year.

At global level, key results for 2019:



As a flagship programme of the Secretary-General for UN Development System Reform and an acceleration fund for the Sustainable Development Goals, the Spotlight Initiative is shaped by the vision, ambition, and objectives of the 2030 Agenda for Sustainable Development (2030 Agenda). The EU-UN partnership at the heart of the Spotlight Initiative is critical to achieving the truly transformative change the 2030 Agenda envisions.

The EU's initial investment of 500 million euros in the Spotlight Initiative underscores an unprecedented commitment to eliminating violence against women and girls. Just as importantly, though, the Spotlight Initiative represents a unique model of international partnership, as the EU and the UN have pooled their respective resources and expertise across international development programming to jointly deliver on the Initiative's theory of change. This model of multilateralism is a critical step forward in the face of a rising backlash against women's human rights.

Fund Structure and Governance

The governance structure of the Spotlight Initiative supports the decision-making and oversight of the fund. At global level, fund governance is the responsibility of the Governing Body, the Operational Steering Committee, the Fund Secretariat and the Administrative Agent. Critical aspects of this structure are mirrored at country and regional levels, with Country or Regional Programme Steering Committees serving as oversight and accountability mechanisms for their respective Spotlight Initiative programmes. Critically, and in recognition of the importance of civic space and the women's movement, civil society has been given meaningful membership across all of the Spotlight Initiative's decision-making bodies.

Spotlight Initiative Programmes

In 2019, eight country programmes in Africa and six in Latin America, as well as the UN Trust Fund to End Violence Against Women and the Women's Peace and Humanitarian Fund entered full-fledged implementation, at the same time as the Safe and Fair Programme delivered on its second year of implementation in the Association of Southeast Asian Nations (ASEAN). Further programmes were also developed, and the Spotlight Initiative secured the approval of 13 country and regional programmes in the Caribbean, Pacific and Central Asia, as well as the approval of the Africa Regional Programme. The Spotlight Initiative Secretariat worked closely with UN country teams in the new regions to take into account lessons learned from Africa and Latin America and ensure that the Spotlight Initiative is continuously applying promising or good practices across programmes.

Developed with the UN Development System Reform agenda in mind, all Spotlight Initiative country programmes were the result of a collaborative approach to programme design that relied on the participation of a diverse array of stakeholders, including, importantly, civil society organizations representing marginalized groups such as indigenous women, women with disabilities, women living in rural areas and migrant women. Open and honest ongoing consultations with stakeholders and the finalization of the country programme documents were important milestones in each of the Spotlight Initiative countries in Central Asia, the Caribbean, and the Pacific this past year. In 2020, regional programmes will be approved for the Caribbean and Central Asia, along with the country programmes in Afghanistan and Ecuador and large-scale additional investment in civil society in Afghanistan, Haiti, and Papua New Guinea through the Women's Peace and Humanitarian Fund. Chapter 5 of the report offers more information on the upcoming programmes, highlighting trends in context and programming strategies.

Results Across Pillars

In 2019, the Spotlight Initiative **contributed to the following promising results:**

Outcome 1: Policy and Legislation

The Spotlight Initiative programmes focused on conducting assessments of legal frameworks and supporting the design and strengthening of legislation supporting the elimination of violence against women and girls, which contributed to **draft amendments and the passage of laws or acts**. During the reporting period, with the support of the Spotlight Initiative, **41 laws have been developed or strengthened in 15 countries** on topics related to eliminating violence against women and girls or gender equality. Spotlight Initiative teams also provided technical and operational assistance to governments, contributing to the **establishment and strengthening of mechanisms for the implementation of laws and policies**, including through national and subnational action plans. Spotlight Initiative programmes also advocated for the increased involvement of civil society in legal reform processes, to ensure that the voices of women and girls, particularly those facing intersecting forms of discriminations, were heard.

Outcome 2: Institutions

Institutions play a crucial role in transforming laws and policies. During the reporting period, Spotlight Initiative teams supported cross-sectoral, multi-layered and coordinated work across many levels of government and sectors

(for example, health, social services, education, justice, security and culture). Through Spotlight Initiative programmes, the capacity of decision-makers to address violence against women and girls was strengthened and the elimination of violence was better reflected across key sectoral plans, with **29 per cent of targeted countries integrating eliminating violence against women and girls and ending harmful practices into sector plans**. Spotlight Initiative teams also prioritized gender-responsive budgeting in 2019, advocating for its use. As a result, political commitment at the highest level of government was secured, and in the nine countries that prioritized gender-responsive budgeting in 2019, the Initiative equipped parliamentarians, government officials and women's rights organizations to better advocate for the allocation of resources for the elimination of violence against women and girls.

Outcome 3: Prevention

This is perhaps the most important Outcome area for long-term transformative change. To contribute to the prevention of violence, Spotlight Initiative programmes promoted favourable social norms, attitudes and behaviours at societal, community and individual levels through multiple strategies. Investing the largest share of their resources in this Outcome, Spotlight Initiative programmes supported community-level interventions, dialogues and mobilization activities, targeting traditional and religious leaders, as well as "men and boys" networks. Working across communities to transform attitudes, behaviours and social norms around gender, power and violence against women and girls has proven an effective approach to prevention. **Across programmes, community mobilization reached over 500,000 community members through dialogues and awareness raising.** Digital platforms further facilitated exchange and critical reflection on social norms and attitudes. **With Spotlight Initiative support, 437 communities in 11 countries have now set up advocacy platforms to promote gender-equitable norms, attitudes and behaviours.** Spotlight Programmes are working with counterparts and the Spotlight Secretariat to develop specific tools and methodologies to assess the impact of these activities and to identify relevant signs of shifts in attitudes and practices. Spotlight Initiative programmes also targeted young people, through in- and out-of-school interventions, as well as through interpersonal activities, with over 350,000 adolescents reached through education programmes in 2019.

Outcome 4: Services

Access to quality, comprehensive multi-sectoral services is essential to mitigating the consequences of violence against women and girls and

interrupting cycles of violence. In 2019, Spotlight Initiative programmes supported government, civil society and other stakeholders resulting in an **increase in access and quality of services** particularly through implementing a multi-sectoral survivor-centred approach. **With the support of the Initiative, 5,252 key government service providers, including 2,707 women in ten countries increased knowledge and capacities to deliver quality and coordinated essential services to survivors.** Indicative results also suggest strengthened capacity of service providers and improved availability, accessibility, and acceptability of services. **Spotlight Initiative teams reported a 15 per cent increase in survivors seeking assistance from support services and a 10 per cent increase in cases reported to the police.**

Outcome 5: Data

In 2019, the Spotlight Initiative supported partners in: collecting, analysing and using data for planning, policy formulation; budgeting on the prevention and elimination of violence against women and girls and ending harmful practices; and monitoring at national and subnational levels. Spotlight Initiative programmes provided targeted support to develop and refine methodologies, expand the categories of violence captured within official statistics (to ensure all forms of violence are made visible), and deepen data disaggregation. The establishment, strengthening and improved interoperability of gender-based violence information-management systems also featured in 2019, with the support of Spotlight Initiative teams resulting in improved real-time data, trend-monitoring and case analysis. **With the support of the Spotlight Initiative, 86 per cent of targeted countries now have a system to collect administrative data on violence against women and girls and harmful practices across different sectors, in line with international standards.**

Outcome 6: Women's Movements

The activism of feminist and women's rights organizations, autonomous social movements and civil society organizations is central to the collective efforts to eliminating violence against women and girls and ending harmful practices, and **civil society is a core partner across all of the Initiative's pillars.** By facilitating networking and knowledge exchange, including through intergenerational dialogues and digital organizing via knowledge hubs and advocacy platforms, the Spotlight Initiative strengthened civil society organizations' institutional capacity and contributed to movement building. In 2019, substantial progress was also made in **connecting diverse networks across constituencies, deepening coordination among groups**

and encouraging cross-movement collaboration. By partnering with two UN trust funds – the UN Trust Fund to End Violence Against Women and the Women's Peace and Humanitarian Fund – the Spotlight Initiative expanded and reinforced its targeted investment in, and outreach to, local and grassroots organizations, including women's rights and feminist groups.

Partnerships

At both global and programme level, partnerships with a wide range of stakeholders comprise a critical component of the Spotlight Initiative. The Secretariat and country and regional offices have been equally engaged in ensuring that meaningful national and local partnerships are the cornerstone of effective interventions and sustainable results. The European Union from Brussels and across its EU delegations worked in close collaboration with the Secretariat and UN teams, further reinforcing the unique and critical partnership. In 2019, the Spotlight Initiative fostered partnerships with dedicated forms of engagement with national governments (including at the highest level); with civil society, particularly local and grassroots organizations and feminist and women's rights organizations; and within the UN system, across numerous UN agencies. Across programmes, the Spotlight Initiative also partnered with the media, the private sector, academia, traditional leaders, and other development actors. Chapter 6 covers these partnerships in depth.

Civil Society

In 2019, the Spotlight Initiative embarked on a transformative new way of engaging with civil society, guided by the principle of "leaving no one behind" and by the UN Development System Reform. Since the inception of the Initiative, women's rights and feminist activists have called for a deep partnership with civil society, both in the governance structure and as recipients of funding. The recognized expertise and leadership of civil society is critical for the Spotlight Initiative to achieve transformative and sustainable change in eliminating violence against women and girls and advancing gender equality more broadly.

Going beyond mere representation, civil society is meaningfully engaged as an equal partner with ownership in the programming and its results. This is a key cross-cutting principle of the Spotlight Initiative.

Through its multifaceted and diverse partnership with civil society, the Spotlight Initiative has secured equal representation by civil society on

the National, Regional and Operational Steering Committees – the highest decision-making bodies at each level. Civil society also has representation on the Governing Body – the highest advisory body at the global level. Finally, Spotlight Initiative teams have established National, Regional and Global Civil Society Reference Groups, engaging diverse women's rights and feminist activists as well as subject-matter experts and marginalized groups from local to global levels to advise on and monitor the implementation of the programmes, recommend course corrections and hold the Initiative accountable for its commitments.

In 2019, civil society was engaged as recipients of funding across all six Outcome areas. Specifically, 50 per cent of approved programme funds were budgeted for delivery through civil society organizations (a budgeted value of USD 124 million).[1] The vast majority of funds awarded to civil society in 2019 were for national, local and grassroots organizations (82 per cent), and prominently for women's rights and women-led organizations. This is shifting the existing power dynamics from larger to smaller organizations, through deeper investment in building institutional capacities and stronger outreach to local and grassroots organizations.

Complexities and Lessons Learned

In 2019, Spotlight Initiative programmes in Africa and Latin America, along with the Safe and Fair Programme and the UN trust funds, transitioned from the design phase to the implementation phase. This shift required concerted time, effort, and human resources as Spotlight Initiative teams across regions sought to operationalize the new way of working and to turn an ambitious agenda into reality on the ground. As expected, these teams faced both implementation and technical complexities.

Though these complexities were often specific to the national or regional context, certain themes emerged across programmes. From a managerial perspective, those themes included: addressing operational challenges during the initial transition to more integrated ways of working in line with the UN Reform; securing and maintaining government engagement; and implementation delays due in part to recruitment issues. From a programmatic perspective, Spotlight Initiative teams faced contextual issues of geography and capacity in trying to live up to the principle of "leave no one behind", as well as complexities in ensuring that the multi-stakeholder nature of the Spotlight Initiative allowed for all stakeholders to meaningfully participate in

1 Excluding Safe and Fair programme for which no disaggregated date was available.

the design and implementation of programmes. From a technical perspective, Spotlight Initiative programmes had to respond to cultural and traditional pushback against the rights of women and girls, including sexual and reproductive health and rights, and a complicated atmosphere for engaging the most at-risk populations due to structural enablers of violence. Spotlight Initiative teams faced other structural problems, including political tensions, natural disasters, elections and changes in government partners. Finally, in terms of civil society engagement, overarching issues included capacity gaps and difficulties reaching local and grassroots organizations, as well as the lack of meaningful engagement of reference groups.

In the face of these challenges, Spotlight Initiative teams identified creative and effective solutions that ultimately increased inter-agency coordination, improved partnership value, and contributed to more impactful results. These solutions varied in modality, thematic focus, and scope, but mirrored the key principles of UN Reform throughout. The lessons learned that have emerged throughout 2019 influenced the development of new programmes and will allow the Spotlight Initiative as a whole to improve its operations, management and delivery moving forward.

Promising or Good Practices

Spotlight Initiative regional and country programmes in Africa, Latin America and Asia in 2019 generated a wealth of knowledge on the multi-dimensional aspects of eliminating violence against women and girls programming and advanced processes in line with the UN Development System Reform. A wide range of innovative and promising practices was identified across programmes. These practices are critical to advancing the elimination of violence against women and girls on the global agenda, affecting real change in communities, and improving implementation to deliver jointly under the UN Reform.

At global level, the Secretariat coordinated efforts to guide and support Spotlight Initiative teams on technical and implementation matters. Communities of practice were created and are now active, dynamic global communities that facilitate learning and knowledge exchange, enabling the uptake of promising practices, lessons learned, and the latest evidence-base on eliminating violence against women and girls. The capacities of Spotlight Initiative teams were developed on technical, operational, and managerial gaps and promising practices from the design phase and early implementation were identified to direct future Spotlight Initiative programming. Regional and country programmes were innovatively designed to deliver as one UN, with

close EU engagement and with inter-agency partnerships formed at all levels to ensure agencies were engaged in the evolution of the Initiative.

At regional and country levels, innovative, promising and good practices across all six Pillars of the Spotlight Initiative theory of change were captured in 2019. Initiatives spanned: innovative community engagement to change social norms; augmented technologies and digital platforms; the loop from policy to implementation; and planting the seeds for a new generation of feminism to reach those furthest behind. Additionally, through simultaneously and innovatively reforming the role of Resident Coordinators and increasing inter-agency coordination for delivering under the UN Reform, new ways of working have fostered national ownership of the principle of eliminating violence against women and girls.

Communications and Visibility

In 2019, national launches were held in eight countries; high-level events were held in Europe, the Pacific and at the United Nations General Assembly; and new national campaigns for public engagement were launched across the globe. These efforts contributed to more than 2,900 media stories about the Spotlight Initiative, reaching more than 1 billion people living in 90 countries. In addition, the United Nations and the European Union began the development of the Spotlight Initiative's flagship digital campaign, **#WithHer**. The campaign -- to be launched in 2020 -- highlights the work of activists around the world who are helping to eliminate violence against women and girls in their communities. Effective communications, public outreach and visibility for the Initiative's partners all continue to be major focus points of both the Spotlight Initiative Secretariat and its programme teams.

Way Forward

As a Sustainable Development Goal model fund, the Spotlight Initiative carries responsibility for driving the proof of concept for demonstration funds ahead by adapting to new developments, enhancing programmatic collaboration, and fully incorporating the managerial and operational aspects of UN Reform in the implementation of the fund. In 2020, the Secretariat will focus on: the development of the forthcoming regional programmes in Central Asia, the Caribbean, and the Pacific; the development of the Afghanistan and Ecuador country programmes; and showing the impacts of concerted investments in civil society through the Women's Peace and Humanitarian Fund programming in Afghanistan, Haiti, and Papua New Guinea as well as civil society components of the regional programmes.

In 2020, the Secretariat will also focus on harvesting its unique model of delivery to feed into UN Reform practice and the efficiency agenda. The Secretariat will: amplify country and regional programmes through targeted acceleration measures and support; explore new partnerships to broaden and sustain its impact and reach; invest in extensive advocacy and visibility initiatives alongside the European Union and the United Nations; and deepen meaningful engagement with the women's movement and civil society.

As the world continues to face intersecting crises, including the health and socioeconomic crises brought on by the COVID-19 pandemic, ensuring the human rights of women and girls is all the more critical. The COVID-19 crisis will demand an adapted way of working for the Spotlight Initiative at both Secretariat and programme level to effectively deliver. The consequent rise of violence against women and girls and the weakening of related support systems as a multi-dimensional global crisis emerges will require additional efforts and renewed commitments.

The Spotlight Initiative aims to contribute to building a world aligned to the 2030 Agenda and grounded in human rights, social justice and equality. A world that, by addressing a pervasive rights violation – violence against women and girls – can realize transformative change. In 2020, the Spotlight Initiative will scale up its commitment and efforts to address the underlying systems and structures that perpetuate violence, bring on board new partnerships, document good practice and lessons learned in line with its objectives as a demonstration fund, and expand its reach and impact.

Credit: Spotlight Initiative

Chapter 2: Report Structure, Coverage and Scope

This Annual Report covers the period from 01 January to 31 December 2019 and details the achievements of Spotlight Initiative's country and regional programmes in Latin America and Africa during their first year of implementation. It presents progress made in Asia through the Safe and Fair Programme and the development of programmes in the Caribbean, Central Asia and the Pacific, which began implementation in 2020. Engagement with the United Nations Trust Fund to End Violence against Women and the Women's Peace and Humanitarian Fund in this year is also detailed. At the global level, this Annual Report captures the governance mechanisms of the Spotlight Initiative Fund, key partnerships established, civil society engagement, complexities and promising practices, and highlights the communications initiatives undertaken to promote and raise the visibility of the Spotlight Initiative in 2019. The closing section presents an overview of financial information in adherence with the requirements specified in the contract with the European Union (EU).

Chapter 3: Fund Structure, Management and Governance

3.1 Fund Setup

At the global level, the governance structure of the Spotlight Initiative includes a Governing Body, Operational Steering Committee (OSC), Fund Secretariat and Administrative Agent (AA). This structure supports the decision making and oversight of the Spotlight Initiative fund. At country and regional levels, Country or Regional Programme Steering Committees serve as oversight and accountability mechanisms for all programmes in all the five regions covered by the Spotlight Initiative.

The Spotlight Initiative's highest tier of governance is the Governing Body, which provides strategic direction, high-level advocacy and oversight. It is co-chaired by United Nations and European Union principals: UN Deputy Secretary-General Amina Mohammed and the EU High Representative and Vice President Federica Mogherini, who served throughout 2019, with Vice President Ursula von der Layen appointed in December 2019. Other members of the Governing Body include the Executive Director and Under-Secretary General of UN Women, Phumzile Mlambo- Ngcuka, and the EU's Commissioner for International Cooperation and Development, Neven Mimica, who served throughout 2019, with Jutta Urpilainen appointed in December 2019. A civil society representative also serves on the Governing Body nominated by the Spotlight Initiative's Civil Society Global Reference Group.

The second tier of governance is the Operational Steering Committee, tasked to ensure effective management and coordination of all managerial, implementation and technical aspects of the Spotlight Initiative. This includes decisions on country selection and resource envelopes, as well as the formal approval of all Spotlight Initiative country and regional programmes. The Operational Steering Committee is co-chaired by a representative of the Executive Office of the Secretary-General (EOSG) from United Nations and the Director-General for International Cooperation and Development.

Other members include UN Women, UNFPA, and UNDP, as well as UNICEF (the latter as a Permanent Observer), an additional UN entity (as a rotating Observer) and four representatives of the EU. Per the Operational Steering Committee decision in December 2019 to grant full and equal membership

of civil society in all the Spotlight Initiative Governance bodies, in line with core principles of the Initiative, an eminent civil society representative has been granted full member status on the Operational Steering Committee. The Executive Office of the Secretary-General coordinates the Spotlight Initiative and a ten-person global Secretariat works in close collaboration to support the implementation of the Spotlight Initiative Fund.

The Secretariat consists of a Management Unit and a Technical Unit. The two units work in close collaboration and in a complementary manner. The Technical Unit of the Secretariat ensures the technical quality and coherence of all Spotlight Initiative programmes, oversees implementation, supports capacity development and knowledge management efforts, drives communications and visibility, promotes South-South cooperation and engages strategically with global and regional civil society partners.

The Management Unit fulfils fund management functions, as well as reporting and coordination. It is responsible for overseeing programming cycles, supporting the Spotlight Initiative's programme development and budgeting, reporting on the Initiative's results, resource mobilization and partnerships building, operating procedures, and programme and budget revisions, including compliance and oversight. It functions as the Secretariat of the Governing Body and the Operational Steering Committee.

The Multi-Partner Trust Fund Office is the Administrative Agent of the Spotlight Initiative, using a pass-through arrangement. In this role, it provides the Secretary-General and Recipient UN Organizations (RUNOs) with fund administration and other support services, in accordance with the memorandum of understanding (MoU) signed between the Secretary-General and the Multi-Partner Trust Fund Office.

The aforementioned multi-stakeholder Country and Regional Programme Steering Committees are co-chaired by government or regional institutions and the United Nations, and comprise representatives of government and regional institutions, the UN, the EU and civil society. The role of Programme Steering Committees is to guide and oversee the implementation of Spotlight Programmes.

3.2 Summary of Spotlight Initiative Management and Programme Development Decisions

The Operational Steering Committee met twice in 2019, once in May and once in December. In addition, two virtual Operational Steering Committees were held, in July and September of 2019. The Governing Body did not convene during the reporting period. The table below presents key meeting decisions.

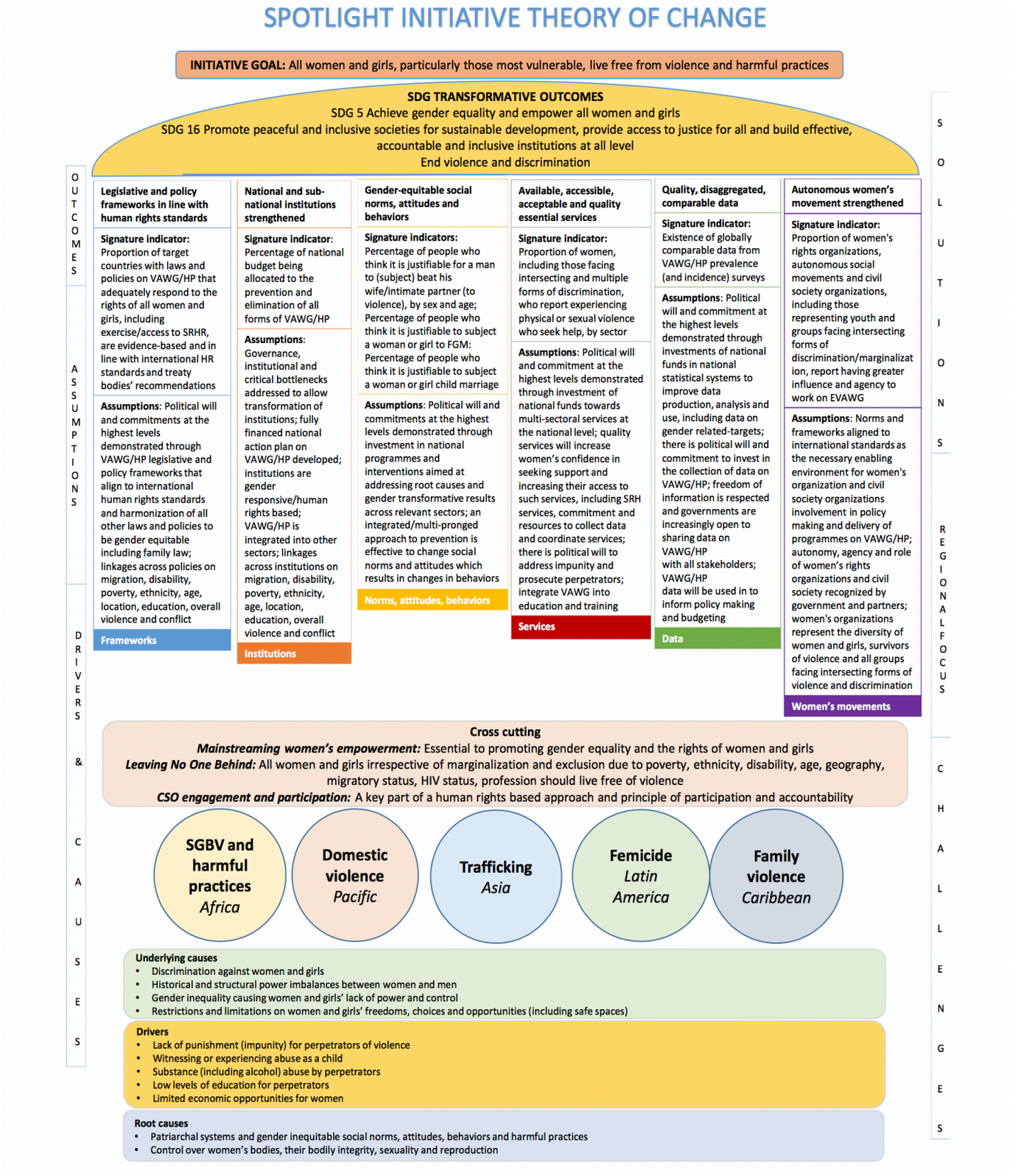
Operational Steering Committee 14 May 2019
• Funding for four Pacific country programmes and one regional programme was approved. The country programmes were for Papua New Guinea, Samoa, Timor-Leste, and Vanuatu. The regional programme was the Pacific Regional Programme. A civil society organization component with dedicated funding to be channelled through the UN Trust Fund to End Violence Against Women and Women's Peace and Humanitarian Fund was also approved. • Funding for six Caribbean country programmes and one regional programme was approved. The six country programmes were for Belize, Grenada, Guyana, Haiti, Jamaica, and Trinidad & Tobago, and the regional programme was the Caribbean Regional Programme. • The Latin American Regional Programme was approved. • Additional financial allocation for the Spotlight Secretariat was approved, in line with an increase in overall number of countries supported.
Virtual Operational Steering Committee 10 July 2019
• UN Trust Fund to End Violence Against Women in Latin America, UN Trust Fund to End Violence Against Women in Africa, and the Women's Peace and Humanitarian Fund in Africa Programmes were all approved. • Revised direct cost of Spotlight Secretariat.
Virtual Operational Steering Committee 2 September 2019
• The Asia Investment Plan was approved.

Operational Steering Committee
17 December 2019

- Four Pacific country programmes and one regional programme were approved. The country programmes were for: Papua New Guinea, Samoa, Timor-Leste, and Vanuatu, and the regional programme was the Pacific Regional Programme.
- Six Caribbean country programmes approved for: Belize, Grenada, Guyana, Haiti, Jamaica, and Trinidad and Tobago.
- The Africa Regional Programme was approved in principle.
- Two Asia country programmes were provisionally validated: Tajikistan and Kyrgyzstan.
- Use of the Civil Society Organization Regional Budget through the Women's Peace and Humanitarian Fund for Papua New Guinea, Haiti and Afghanistan was approved for USD 6 million and the remaining USD 7.7 million split to the three regional programmes: Asia, Caribbean and Pacific.
- Funding for Ecuador country programme in the amount of USD 2.9 million was approved.
- Use of the interest of USD 427,913 was approved to support communication activities.
- The 2020 Communications Visibility and Action Plan was approved.
- Programme launches were prioritized for high-level visibility and participation: Africa Regional Programme, Haiti, Jamaica, Nigeria, Papua New Guinea, Tajikistan, and Uganda country programmes.
- The principle of a member of the Civil Society Global Reference Group to join the Operational Steering Committee was approved.
- Budget Revision Guidance for Spotlight Initiative programmes was approved.
- Implementation in Guatemala was to be assessed during the first quarter of 2020.
- A Governing Body meeting was planned for the first quarter of 2020.

Credit: UN Women/Marcela Erosa

Chapter 4: Capturing Results – Contributing to Change



4.1 Overarching Results: Contributing to Change Across and Beyond Pillars

This chapter covers the Spotlight Initiative country and regional programmes that have been under their first year of implementation in 2019.[2] In Latin America, a regional programme as well as programmes in Argentina, El Salvador, Honduras and Mexico, and in Africa country programmes in Liberia, Malawi, Mali, Mozambique, Niger, Nigeria, Uganda and Zimbabwe. The Safe and Fair programme in its second year of implementation covering ASEAN countries is also part of the scope of this chapter.

4.1.1 The Principle of "Leaving No One Behind"

At the September 2015 United-Nations General Assembly, governments adopted the 2030 Agenda for Sustainable Development (2030 Agenda) to end all forms of poverty, fight inequality and tackle climate change. The commitment to address inequalities and discrimination – to "leave no one behind" – is at the core of the 2030 Agenda and, as a Sustainable Development Goal (SDG) fund, this commitment is central to the Spotlight Initiative's way of working, as well as its theory of change.

Worldwide, women and girls are subject to gender-based discrimination, which acts as a barrier to full equality and the realization of women's human rights. Rooted in unequal gender relations, violence against women and girls (VAWG) is a pervasive and universal human-rights violation. It manifests in multiple forms across both public and private spheres. The risk and impact of violence vary, as do the adequacy and accessibility of responses and support systems, based on social, economic and political identities, which include gender, income, geography, race or ethnicity or both, ability, and migratory status. Spotlight Initiative programmes have identified key groups and targeted ways to ensure that, across contexts and local circumstances, Spotlight Initiative's approach is non-discriminatory, and no group is "left behind".

Spotlight Initiative teams have actioned this principle in two ways: Firstly, at the heart of "leaving no one behind" is **meaningful engagement and inclusivity**. Toward this end, strict guidance was developed by the Spotlight Initiative Secretariat to ensure that the experiences, knowledge, and recommendations of civil society, particularly organizations representing most at-risk groups, were central to the entire programming process.

2 The Guatemala country programme did not commence full implementation in 2019.

Secondly, Spotlight Initiative programmes have **systematically identified** women and girls experiencing multiple and intersecting forms of discrimination to ensure programming reaches and addresses violence against ALL women and girls. Quantitative and qualitative research and data collection and analysis methods were used in the design of Spotlight Initiative programmes. When these did not exist, however, Spotlight Initiative programmes planned interventions (under Pillar 5) that support countries' ability to produce, analyse and disseminate quality disaggregated data.

"Leaving no one behind" in laws and policies

Despite progress in legislation on violence against women and girls, legislative and policy frameworks often remain inadequate, entrench discrimination, or fail to fully secure accountability for abuse. Policymakers may lack an understanding of the specific needs and vulnerabilities of certain women or fail to use a gender-responsive and human rights-based approach in legislation. Equally states may not ratify or align national laws to key global frameworks, including those specific to the protection of certain groups.

In Africa and Latin America, as well as in the Association of Southeast Asia Nations (ASEAN) community, Spotlight Initiative programmes worked to address this, observing the upshot of centring women and girls facing intersecting forms of discrimination in programming, through advancements in laws and policies. In 2019, the Spotlight Initiative Safe and Fair Programme made significant progress in law reform in **ASEAN countries**. Support from the Spotlight Initiative resulted in the revision of 19 legal and policy instruments ranging from labour migration regulations to national action plans on eliminating violence against women and girls. Draft legislation on the specific discrimination faced by migrant domestic workers was also supported. Similarly, in **Honduras and Zimbabwe**, the Spotlight Initiative supported the active engagement of civil society organizations and representatives of groups facing intersecting forms of discrimination in various dialogues with parliamentarians and lawmakers, centring their specific needs and experiences. Anecdotal evidence indicates an impact on parliamentarians, who have drafted amendments and legislation that better reflect the plurality of women's and girls' experiences.

"Leaving no one behind" in service delivery

Meaningfully integrating "leaving no one behind" in service delivery is often particularly challenging, given the existing barriers and restrictions in access to essential services (and public life at large) typically faced by marginalized women. The Global, Regional and National Civil Society Reference Groups have underscored this, noting that providers often fail to account for cultural,

linguistic and age-related differences among women in their delivery, further exacerbating barriers.

Spotlight Initiative programmes contributed to initial shifts in service delivery to survivors. In **Malawi and Nigeria, among other programmes,** the Spotlight Initiative designed standard operating procedures and held capacity-strengthening sessions with health service providers to better deliver integrated services that address violence against marginalized women and girls. As a result, for example, an increased number of HIV/AIDS clinics within these countries have integrated gender-based violence services. Reflecting the well-known connections between these two epidemics, these clinics have subsequently expanded opportunities for women living with HIV/AIDS to access essential services, including healthcare, crisis centres, accommodation, and psychosocial counselling.

In **El Salvador and Honduras**, Spotlight Initiative teams supported the delivery of culturally and linguistically accessible rights-based education for indigenous women, which, combined with training for service providers in the justice system, has contributed to addressing high levels of impunity. The **Safe and Fair Programme** piloted innovative programming to ensure that women migrant workers, who are often exposed to multiple and intersecting forms of violence due to their gender and migratory status, are able to access and benefit from coordinated quality services. Throughout **Cambodia, Indonesia, Lao People's Democratic Republic (Lao PDR), Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam** the Safe and Fair Programme provided 8,687 women migrants with psychosocial, health, social or legal services, information on safe and fair migration and skills certification. Initial reporting suggests an improved sense of agency within their decision to migrate.

"Leaving no one behind" in data

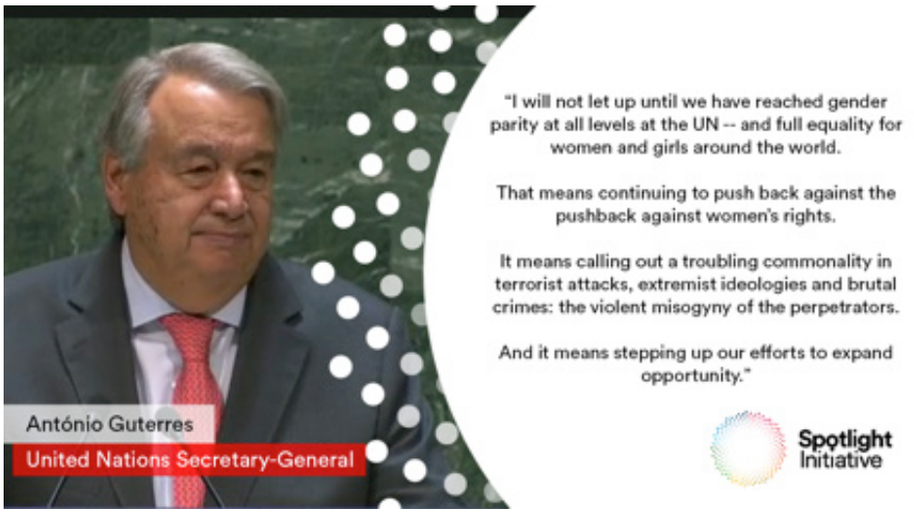
National statistical offices in the majority of Spotlight Initiative countries continue to face complexities in collecting and analysing multidimensional data and, as such, fully capture the varied forms and impacts of violence on women. In turn, data on certain group identities may be distorted, misrepresented or used to perpetuate harmful stereotypes.

To address this issue, Spotlight Initiative teams in **Mexico, Malawi and Niger** have initiated consultations with statistics offices and other national counterparts to ensure that all women (across varied backgrounds and identities) are included in data collection. Action plans are under development to ensure that marginalized women, and the civil society organizations

that represent them, are involved in the development of data-collection tools, the selection of indicators, and the choice of training materials for enumerators. In **Argentina**, within the preparatory process of the forthcoming prevalence survey, the Spotlight Initiative has advocated for the use of larger disaggregated data sets, sampling frames that adequately capture a range of populations, and methodologies that capture intersectional forms of discrimination across multiple dimensions (for example, sex, age, disability and migrant status). The Spotlight Initiative has also pushed for the inclusion of targeted questions that address specific gender-related issues, with promising results shared below under Pillar 5.

4.1.2 Strengthening Existing Feminist and Women's Rights Movements

Globally, the backlash against women's rights has continued to deepen, further normalizing violence against women and girls. It has also manifested in increased threats and violence against women's human rights defenders, and a rollback of gender-based violence protections and support systems.[3] This patriarchal backlash is catalysed by the rise of populism, authoritarianism, violent extremism and fundamentalism across the world, leading to increased repression, violence and impunity.



Civic spaces are threatened in states through the implementation of administrative and legal reforms to restrict rights to freedom of opinion, expression, association and assembly.[4] As evidence shows, the autonomous

3 Alisha Haridasani Gupta, 4 December 2019, https://www.nytimes.com/2019/12/04/us/domestic-violence-international.html

4 The Special Rapporteur on the Situation of Human Rights Defenders, Annual Report 2019, A/HRC/40/60, page 6, para 23-24, https://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/40/60

mobilization of feminists in domestic and transnational contexts is the critical factor accounting for policy change on eliminating violence against women and girls,[5] pointing to the fundamental importance of activism and a vibrant civil society. Spotlight recognizes that the sustained commitment to partner with and invest in women's and feminist movements, in all their forms, has never been more important.

As a Sustainable Development Goal fund, the Spotlight Initiative is modelling a new way of working with civil society that emphasizes civil society as a central partner. The theory of change includes a dedicated Pillar that aims to strengthen the women's movement and amplify its impact across all Outcome areas. Recognizing the historical and current leadership of feminists and women's rights activists, the Spotlight Initiative has worked to collaboratively engage a range of feminist and women's rights organizations to set the agenda, co-design programmes, monitor interventions and shape the strategic direction of the programme. In all Spotlight Initiative's target countries, women's rights organizations and progressive civil society organizations have been at the forefront of the Spotlight Initiative's response, as fully described below across **Outcome areas, within Outcome 6 specifically, and in Chapter 7 on engagement with civil society organizations.**

5 S. Laurel Weldon and Mala Htun, Feminist mobilisation and progressive policy change: why governments take action to combat violence against women, 2013. See also AWID's work on building movements: https://www.awid.org/priority-areas/resourcing-feminist-movements

Credit:UN Women Mexico.

4.1.3 Elevating the Position of Ending Violence Against Women and Girls on the Political Agenda

Building on decades of work of feminists, women's rights movements and others, the Spotlight Initiative has played a significant role in "agenda setting" on violence against women and girls at all levels during the reporting period.

At global level, the Spotlight Initiative is positioned at the highest levels of the political agenda of the EU and the UN, as illustrated by the unprecedented investment made by the European Union, as well as the priority given by the United Nations, and its Secretary General, to identifying the Spotlight Initiative as a flagship initiative and a "demonstration fund" to illustrate the UN Development System Reform. In December 2019, 14 country and regional programmes were approved by the Spotlight Operational Steering Committee, constituting the single largest financial contribution made by the EU to the UN that year.

By prioritizing violence against women and girls, the EU and the UN – two of the most influential global intergovernmental entities – have sent a strong message on the centrality of this issue in relation to the achievement of the Sustainable Development Goals. At national level, to elevate the political positioning of violence against women and girls, Spotlight Initiative programmes harnessed three interconnected strategies:

- Positioning violence against women and girls as an issue that requires "whole-of-government" action and leadership at the highest levels
- Supporting the development and design of relevant policy solutions and mechanisms
- Mobilizing political actors and decision-makers to take action

Already, results have been striking: through this strategic effort, the Spotlight Initiative has contributed to significant changes in national laws in **Mozambique** (law on child marriage among other achievements) and **Niger** (law on violence in schools),[6] as well as in countries covered by the Spotlight Safe and Fair Programme (technical support to legal reform in **Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Viet Nam** and **Thailand** to ensure concerns of women migrant workers are reflected in the laws).

New and deepened forms of dialogue between governments and the women's movement have emerged in **El Salvador, Liberia** and **Malawi**. Country level work in Latin America has been complemented by the contributions of the **Latin America Regional Programme** through advocacy targeting regional institutions and support to regional networks of women's rights activists and practitioners.[7]

Policy-makers often come to the issue of violence against women and girls through policy reports and statistical indicators, or feedback from existing programmes and pressure from advocacy groups and individuals. To harness this, Spotlight Initiative has worked with a range of national actors to more clearly frame the issue of violence against women and girls as a priority area for government action.

In Mozambique, for example, Spotlight Initiative enhanced the Ministry of Interior's gender-based violence data management capacity, through the design of InfoViolência (an digital platform for the registration, management and control of cases of violence against women and girls). InfoViolência has

6 In Niger, the Spotlight Initiative Team and partners advocated for the passage of an important decree on violence against girls in school settings. Detailing the duties and responsibilities of the management of schools and teachers, the decree provides greater access to services for survivors of all forms of violence. As identified by key stakeholders, this contributes to addressing school-related gender-based violence as well as the ability to reach in-schools girls facing violence outside of schools with information, services and referrals.

7 The LA RegionalProgramme supports existing movements mobilized against femicide (such as the "ni una menos" and "ni una mas" movements), amplifying their message and distributing materials within their networks. The Programme also strengthens women's organizations and civil society's visibility and highlight their role in fighting violence against women and femicide.

offered a more accurate picture of the scope and extent to which women and girls are affected by violence, mobilizing the Government to strengthen its multisectoral "whole-of-government" approach and involve ministries traditionally unengaged (for example, the Ministry of Justice and Religious Affairs, the Ministry of Education and Human Development or the Ministry of Economy and Finance).

Through the collective efforts of UN technical experts, specialists recruited by Spotlight Initiative programmes, and a coalition of researchers, practitioners and activists, the Initiative has targeted policy-makers with robust analyses and policy proposals to prevent and respond to violence against women and girls. Similarly, across its programmes, the Spotlight Initiative has delivered **the latest evidence** on violence against women and girls to decision-makers, and worked to generate innovative approaches and guidance. Taken together, these efforts have helped place the issue on policy-makers' agendas. In **Zimbabwe**, for example, Spotlight Initiative mobilized gender equality and women's rights activists and UN experts to engage with key officials in the Ministry of Justice, Legal and Parliamentary Affairs on mandatory sentences for rape. By providing concrete proposals to reform the Criminal Law Codification and Reform Act – focusing particularly on the age of consent – the programme offered a pragmatic way forward, improving the likelihood that the government will take on this issue within a crowded political agenda.

The **Community of Practice** (CoP) of the Spotlight Initiative, created by the Spotlight Secretariat, has further reinforced these efforts. The Community of Practice supports dynamic and active knowledge exchange across countries and regions, popularization of recent research, uptake of the latest evidence-base on eliminating violence against women and girls, collective learning and documentation of lessons learned and promising practices as well as contributing to the global evidence base on eliminating violence against women and girls. To foster a global community among those engaged with mobilizing and strengthening various elements of eliminating violence against women and girls programming in the Spotlight Initiative, this internal Spotlight Initiative community consists of a wide range of UN personnel across Africa, Latin America, Asia, the Caribbean and the Pacific. Members range from the Heads of UN Resident Coordinator Offices, to technical coherence specialists, to knowledge management, monitoring and evaluating and communications officers, to representatives across Recipient UN Organizations that are integral to elevating eliminating violence against women and girls on the global agenda across the multitude of contexts in which Spotlight Initiative works.(Chapter 9 on Innovative, Promising or Good Practices has more details).

Spotlight Initiative programmes have also played a role in bringing survivors to the table, providing them with space and increased agency through engagement, and highlighting the **harrowing human cost of the violence against women and girls**. In **Nigeria**, a Survivor Summit was held on December 5, 2019, with high-level representatives of government and parliamentarians. Elevating the issue in the eyes of parliamentarians and the Government, the summit contributed to the proposal of progressive amendments during the second reading of a bill related to violence against women in tertiary institutions.

Internal political uncertainty and changes in government, including through elections, often result in shifting national political priorities. During the reporting period, new elections or major shifts in government occurred in, for example, **Argentina, Mali, Malawi and Mozambique**. Grounded in strategic political analyses at country and regional level, the Spotlight Initiative worked to ensure that the issue of violence against women and girls remained high on political agendas, and that previously secured commitments were maintained despite political transitions and government changes. It is important to flag, however, that these shifts or "pauses" in governments' actions can often impact implementation timelines, as they require additional advocacy efforts from UN teams to ensure that programmes continue as planned. Such efforts are essential, however, to guarantee national ownership and sustainability.

4.1.4 Implementing United Nations Reform: Improved Integrated Delivery Leading to Programmatic Success

In 2019, the Spotlight Initiative demonstrated a commitment to the underlying principles of UN Reform and the realignment of the UN Development System, including particularly through the coordination and leadership of the Resident Coordinator in programme design, implementation and monitoring, as well as through incentivizing greater integrated response across Recipient UN Organizations (RUNOs). Building on and amplifying the complementary areas of expertise of Recipient UN Organizations, the Initiative contributed to improved coherence and collaboration across agencies. This, in turn, contributed to streamlined and more efficient processes, and improved the UN country teams' ability to more readily exchange knowledge, document lessons learned, and implement corrective actions in programming.

In **Zimbabwe**, for example, strong coordination and technical coherence among the six Recipient UN Organizations and the Resident Coordinators Office was achieved through joint planning and strategy sessions led by the

Spotlight Initiative Inter-Agency Technical Team. This subsequently led to a similarly structured Inter-Ministerial Spotlight Initiative Government Technical Team. This mechanism provides a multi-sectoral platform for engagement with Government on the Spotlight Initiative's strategic direction, implementation and challenges, and has contributed to Government buy-in.

> *"Violence against women and girls often go unreported and are usually concealed within families. My Government is committed through the Spotlight Initiative to put in place measures that will unmask the challenge and enable policy makers to realize that the issue has a negative impact on Gross Domestic Product and national development that needs to be dealt with swiftly*." – Statement of President of Zimbabwe H.E. Emmerson Dambudzo Mnangagwa

Additionally, initial reporting suggests that joint working has better supported the integration of holistic programming (dismantling silos), deepened partnerships, and strengthened national capacities across multiple groups and stakeholders. In **Malawi**, UN agencies' staff working on the Spotlight Initiative are co-located and sit together at both capital and at district level. This has contributed to inter-agency coherence, strengthened working relationships with government officials, and national/local ownership of the Spotlight Initiative. This is particularly true at local level, where district coordinators are strategically situated close to government gender officers and social welfare officers. This arrangement was negotiated with the Ministry of Local Government and with the district councils. Their proximity to one another is a key strategy to ensure that the United Nations is seen to be operating as one, and offers easily identifiable and coherent entry points for government and external partners. This has also contributed to Spotlight Initiative district coordinators being facilitated to work hand-in-hand with district authorities on a daily basis, leading to on-the-job capacity building for relevant officials.

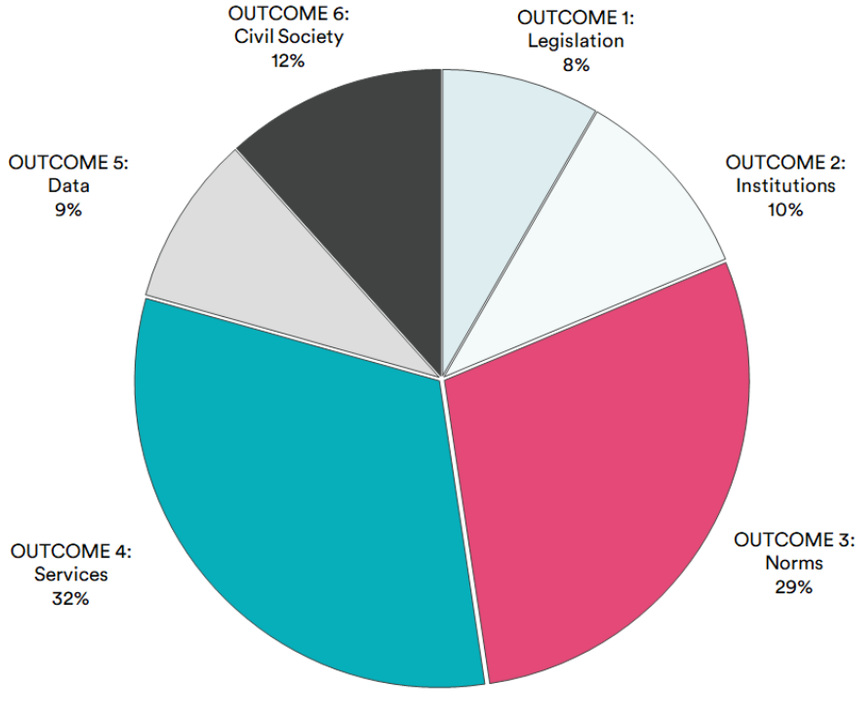
Importantly, annual programme narrative reports indicatively suggest that joint work has also supported the ability to more meaningfully engage and reach civil society organizations and marginalized communities. Under the **Safe and Fair Programme**, coordination and collaboration among UN agencies contributed to breaking silos in approaches to deliver support to the countries (and in the region through ASEAN) in a more comprehensive manner. UN agencies have been able to effectively leverage respective partners and target groups that are traditionally left behind or that are not traditional beneficiaries. For example, UN Women could leverage International Labour Organization's (ILO) established partnerships with labour unions and

institutions serving women migrant workers, while ILO's activities could be integrated into UN Women's support to women's organizations, shelters and other service delivery mechanisms for survivors of violence.

Moreover, Recipient UN Organizations were also able to effectively create synergies with the United Nations Office on Drugs and Crime (UNODC) and the International Organization for Migration (IOM) to deliver programming in 2019 on building capacity of national stakeholders to support service delivery and women who have experienced trafficking, respectively. Within these partnerships, the Safe and Fair Programme has been able to leverage the technical advisory services and the convening power of other UN agencies beyond "traditional" stakeholders invested in eliminating violence against women and girls.

4.2 Contributing to Change at Outcome Level

Distribution of outcome budget for active programmes in 2019



Outcome 1: Policies and Legislation

Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans

Comprehensive legal and policy frameworks are essential for effective and coordinated responses to violence against women and girls. Work under this Outcome Area (or Pillar) focuses on developing and strengthening policies and legislation on violence against women and girls – ensuring alignment with international standards – and establishing (or strengthening existing) mechanisms for implementation, including through national and subnational action plans.

Assessments and reviews

Spotlight Initiative programmes, including in **Honduras, Nigeria and Mozambique**, conducted assessments of the legal and policy framework landscape, identified gaps, inconsistencies, and overlaps. They then engaged a range of stakeholders, including civil society organizations, who provided critical input on the formal aspects of legal frameworks, but also, importantly, the varied experiences of women. The assessments focused on specific laws and policies related to various forms of violence against women and girls and harmful practices. As gender inequality and patriarchy are at the root of violence, assessments often levelled an analysis of gender inequality and gendered discrimination more broadly, as well, including its impact on specific groups traditionally "left behind".

Despite significant legislative progress in certain contexts, these assessments pointed to several complexities common across programme countries. These include: 1) limited implementation of laws and policies 2) inadequate enforcement of laws 3) the persistence of discriminatory laws and 4) a lack of resources and coordination. The assessments have informed the Spotlight Initiative's targeted approach and strategic advocacy under this Pillar.

In **Malawi**, for example, an extensive review of selected laws and policies was conducted. Identifying legal loopholes that contribute to impunity, the review influenced several concrete amendments submitted to the Malawi Parliament. Similar assessments were undertaken in **Niger, Mozambique and Uganda**, where they informed the Programmes' advocacy on mainstreaming disability rights, criminalizing rape within marriage, promoting a clear and specific definition of harmful practices under criminal law, or supporting

the inclusion of permanent protection orders in domestic violence cases. In **Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, and Viet Nam** through the **Safe and Fair Programme**, comprehensive assessments of legal frameworks contributed to draft amendments on violence against women migrant workers' access to (labour) complaints mechanisms and social protection benefits, as well as to improvements to the legal protections and access to assistance and justice available for migrant women affected by violence, abuse and exploitation. Amendments also supported the further alignment of national legislation with international standards.

The Inter-American Model Law on Femicide

In 1994, in the **Latin America sub-continent,** the Inter-American Commission of Women (CIM) promoted the adoption of the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women, better known as the Convention of Belem do Para. The Convention has been ratified by 32 States to date. In 2004, the States Parties to the Convention agreed on the creation of the Follow-up Mechanism to the Belem do Para Convention (MESECVI) with the objective of monitoring the implementation of the Convention in the State Parties.

In March 2019, MESECVI and its partners, including the United Nations, developed the Inter-American Model Law on the Prevention, Punishment and Eradication of the Gender-Related Killing of Women and Girls (Femicide/Feminicide). A document that aims to guarantee the right of all women and girls to a life free of violence, the Model Law seeks to create or update legislation on femicide in the region, as well as strengthen comprehensive action on prevention, protection, care, investigation, prosecution, punishment and reparation. It provides an integrated overview of the issue and serves as a tool for States and others to advocate for the highest standard of protection and interpretation currently available, and to demand the fulfilment of rights established in the Belém do Pará Convention.

The Spotlight Initiative **Latin America Regional Programme** is playing a crucial role in supporting MESECVI in the dissemination and popularization of the Model Law to States across the region. To promote the integration of the Model Law at national level, the Regional Programme supported the design of advocacy tools, guidance for decision makers, parliamentarians and practitioners on legal reform, as well as training manuals for the justice sector. The Model Law is expected to significantly improve legal frameworks in the region, allow for progress to be measured across countries, and facilitate knowledge exchange and sharing of good practices. The latter will be supported by the Latin America Regional Programme through its knowledge management structure and networks.

Developing, passing or refining of amendments, laws and policies

In several Spotlight Initiative countries, assessments of legal and policy frameworks have directly contributed to new laws, draft bills, and the proposal of amendments that promote a comprehensive legislative approach. **During the reporting period, with the support of the Spotlight Initiative, 41 laws have been developed or strengthened in 15 countries on topics related to eliminating violence against women and girls or gender equality.**

Across programmes, Spotlight Initiative teams called for legislation to reflect a definition of violence that encompasses all forms of violence against women in accordance with international human rights standards. Advocacy for, and technical assistance to, ongoing efforts aimed to ensure that legislation explicitly recognized violence against women as a form of gender-based discrimination and a violation of women's human rights and that laws include provisions for implementation, evaluation and monitoring. **With the support of the Spotlight Initiative, 511 parliamentarians, including 210 women, in 11 countries received training and information on how to draft and review legislation related to violence against women and girls and other forms of discrimination.** Better equipped to review national legal frameworks and draft new ones, trained parliamentarians significantly contributed to passing or strengthening more than 40 laws during the reporting period.

In **Mozambique**, the law on the Prevention of Premature Unions was passed in July 2019, with support from the Spotlight Initiative, development partners and civil society. The law sets the minimum age of marriage (and civil unions) at 18 and includes legal sanctions for adults who engage in or facilitate child marriage. It also includes safeguards to ensure that parental consent and traditional customs are not used as exceptions to allow marriage with a child. This law will be critical in ending child marriage in Mozambique. Other aspects of the Mozambique legal framework also saw promising revisions, such as the Family Law and Penal Code.

"The recent adoption of the new Gender Policy and its Implementation Strategy, the National Plans for the Advancement of Women, Gender-Based Violence Prevention, Peace and Security are instruments that should guide all actions implemented by public and private institutions, civil society, religious organizations and other sectors in the society. The Spotlight Initiative aims to support efforts to eliminate all forms of violence against women and girls relevant in the Mozambican context." – Her Excellency the Minister for Gender, Children and Social Action, Cidália Chaúque de Oliveira (Mozambique)

In **Niger**, the Spotlight Initiative team and partners advocated for the passage of an important decree on violence against girls in school settings. Detailing the duties and responsibilities of the management of schools and teachers, the decree provides greater access to services for survivors of all forms of violence. As identified by key stakeholders, this contributes to addressing school-related violence, as well as the ability to reach girls in schools facing violence outside of school with information, services and referrals.

To ensure that the experiences and concerns of women migrant workers are reflected, the Safe and Fair Programme provided technical support to **Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, and Viet Nam**, all of which are countries currently in the process of developing or revising laws, policies and/or regulations on labour migration or eliminating violence against women and girls. Stronger legislative and policy frameworks on migration and the elimination of violence against women increase women migrant workers' access to (labour) complaints mechanisms and social protection benefits, improve their legal protections and access to assistance and make justice available to those affected by violence, abuse and exploitation.

The Spotlight Initiative is instrumental in passing Domestic Violence Act 2019

"Our attitudes, customs and laws must be changed for the betterment of our nation." – Vice President of Liberia Jewel Taylor

In Liberia, the Spotlight Initiative was deeply involved in advocacy efforts and technical assistance, which led to the passage of the Domestic Violence Act in August 2019. The Act represents a critical instrument to deliver justice to survivors of violence and their families. The Domestic Violence Act is **a milestone for gender equality in Liberia** and strives to address dowry-related violence; harassment; and emotional, physical, psychological and verbal abuses. It also serves as an advocacy and awareness-raising tool for the promotion of women's and girls' rights in Liberia. The Act further imposes mandated preventive or corrective measures, which aim to provide for the immediate and effective protection of victims, as well as women and girls who are at imminent risk.

To achieve this, the Spotlight Initiative contributed through a number of activities, including a training on integrating a human rights-based approach to legislative reform with a focus on laws relating to women and girls. Twenty three officials (11 women and 12 men) from the Law Reform Commission, Legislative Drafting Bureau, and civil society organizations were in attendance.

The training materials and messages were translated into clear and succinct messages to help educate duty bearers and rights holders through further outreach efforts, leading to increased knowledge among participants. The outreach events engaged over 123 members of 18 communities (94 women and 105 men) in Lofa, Grand Cape Mount and Nimba counties. **The first of their kind in Liberia**, these events offered community members a unique forum to exchange information, clarify understanding and, importantly, identify gaps in the laws. Proposals for amendments and the drafting of new laws relating to women and girls were put forward as well. All work was done jointly with different government officials, civil society organizations and UN entities, deepening ownership.

In recent years, the United Nations General Assembly has addressed violence against women in relevant resolutions, routinely calling on Member States to strengthen their legal frameworks by adopting laws criminalizing violence,

and abolishing discriminatory dispositions in existing laws. To address gender inequality as the root cause and consequence of such violence, Spotlight Initiative teams have advocated for the adoption of laws to advance gender equality more broadly, including laws related to the minimum age of marriage, divorce, property, inheritance, access to or control over assets and services, identity, nationality, and child custody.

In **Mozambique**, for example, efforts were focused on addressing inheritance and land-access discrimination, while in **Uganda and El Salvador**, a wide range of reforms are under discussion regarding access to sexual and reproductive health services, child custody and equality in marriage. The **Zimbabwe** Spotlight Initiative team focused on addressing discrimination of women living with disability specifically. Taking a unique approach, in **Niger**, the Spotlight Initiative, together with development partners, increased women's political participation, including within decision-making roles. These efforts culminated in the adoption of a new law in December 2019 establishing quotas for elective positions (25 per cent minimum) and official appointments (30 per cent). An increase in the number of women in decision-making positions has been shown in other contexts to contribute to a more conducive legal and political environment to eliminating violence against women and girls.

Customary and religious law and the formal justice system

Credit: Spotlight Initiative Niger/Aboubacar Magagi.

In many countries, cases of violence against women continue to be dealt with through customary or religious laws, such as the provision of "compensation"

to the family or community of the survivor, and customary reconciliation practices such as forgiveness ceremonies. Spotlight Initiative teams and partners have targeted these laws for reforms, as they often result in further harm to survivors. In addition, in many instances, the use of customary or religious laws has been seen to preclude the survivor from seeking redress within the formal justice system.

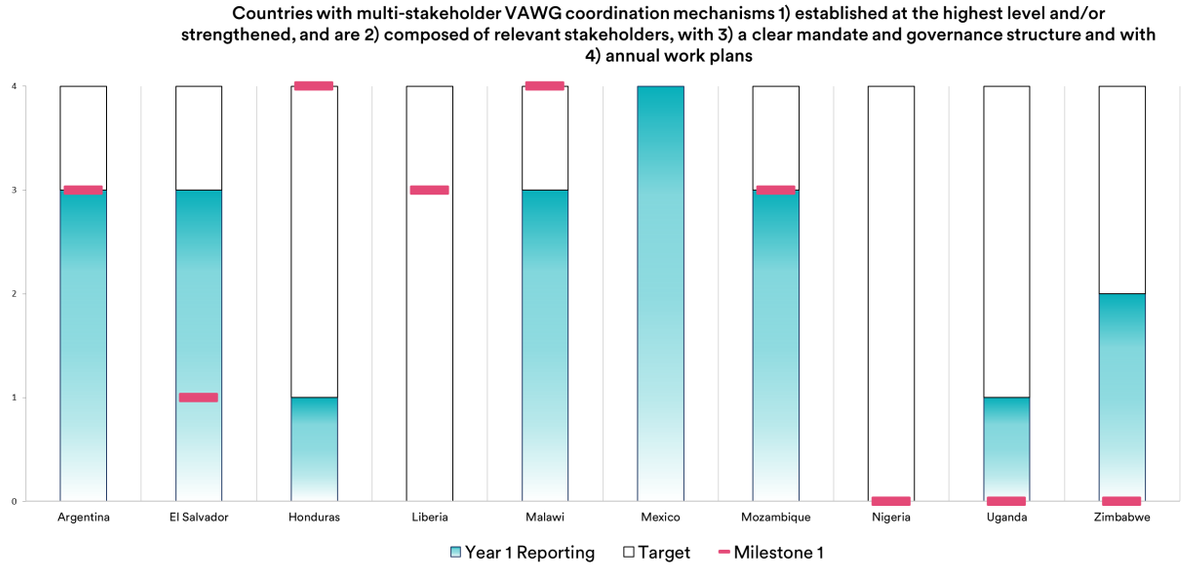
In **Mali, Nigeria and Uganda**, Spotlight Initiative teams mobilized partners and initiated technical reviews to clarify the relationship between customary and religious law and the formal justice system, and to codify survivors' rights to be treated in accordance with human rights and gender equality standards under both processes. In several States in **Nigeria**, Spotlight Initiative teams are working on the integration of customary law within the formal justice system through Compensation Acts, which allow survivors, including survivors of sexual violence and domestic violence, to claim compensation from the perpetrator. Claiming compensation for wrongdoing is common in customary law in Nigeria, and the enactment of legislation on compensation is intended to reduce the occurrence of "payback" crimes.

Conversely, in several programmes, the Spotlight Initiative identified the benefits of certain informal justice mechanisms, such as "women's courts" in **El Salvador** or "peace huts" in **Liberia**. These mechanisms are often more accessible to survivors than the official court system, in terms of their location, approach and the language in which proceedings are conducted. In light of this, the Spotlight Initiative is exploring opportunities to engage differently with systems of customary law and alternative justice, including restorative justice. Challenging the assumption that formalized legal systems and law enforcement are the end goal, or indeed sole sites of accountability, redress or safety, Spotlight Initiative programmes in **Nigeria** and **Malawi,** for example, have initiated innovative activities to further explore the nuanced dynamics of customary law and alternative forms of justice. By unpacking the way in which programming has approached the interplay of these two systems, additional (and new) approaches to more effectively prevent, respond to, and hold individuals accountable in varied contexts for violence against women and girls may emerge.

National action plans on violence against women and girls

Underscored in numerous international and regional human rights instruments and policy documents, Spotlight Initiative teams have also highlighted the requirement for States to **adopt and implement national action plans** (NAPs) to address violence against women and girls. National action plans allow

States to concretely illustrate an effective, comprehensive and nationally relevant response to international standards and treaty obligations. Plans tangibly demonstrate governments' accountability to women themselves, to their citizens and to the international community more broadly. Further, national action plans facilitate reporting to international bodies and treaties, such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).



Building on existing initiatives, the Spotlight Initiative has facilitated coordinated multi-stakeholder engagement across sectors, including in the development or revisions of national action plans and, together with others, worked to ensure national action plans were multi-sectoral "blueprints" for eliminating violence against women. Through technical assistance and programmatic support, the Spotlight Initiative Safe and Fair Programme supported the design of the **Cambodia** and **Lao PDR** national action plans on violence against women. Concrete efforts on national action plans on violence can also be highlighted for **El Salvador, Mozambique**, **Zimbabwe** and **Uganda**.

Through the Spotlight Initiative's efforts, together with others, the scope of prevention activities in **Mozambique's** National Action Plan for Preventing and Combating Violence against Women has expanded and now includes advocacy, information and awareness-raising. The national action plan itself has been disseminated widely, as has information on existing legislation for the promotion of women's rights. In **Argentina**, the Spotlight Initiative has focused on strengthening the existing national action plan to better address

violence in the world of work, in line with the recommendations made by the newly adopted International Labour Organization's Convention C190 and Recommendation R206, while in **Mexico**, the Spotlight Initiative team and civil society have been working on detailing further elements of the national action plan related to the transformation of socio-economic patterns to ensure women's autonomy and empowerment.

Finally, Spotlight Initiative programmes have also worked to promote positive, respectful and non-violent forms of communication in intimate and family relationships, including in parenting, within national action plans. **Honduras'** National Action Plan against Violence against Women calls for the implementation of new forms of conflict resolution within communities and families, based on respect for diversity and human rights. The plan also calls for the creation and strengthening of schools for mothers and fathers that emphasize the prevention of violence against women.

Ensuring gender-responsive protection for Indonesian women migrant workers through law implementation accelerated by the Safe and Fair Programme

"Our gender-responsiveness in law implementation has changed since the Safe and Fair Programme stepped in and offered technical support," says Ms Eva Trisiana, the Director of Placement and Protection of Overseas Workers at the Ministry of Manpower (MOM) in Indonesia. In 2017, **Indonesia** took a big step in prohibiting gender-based discrimination against women migrant workers by enacting Law No. 18/17 on the Protection of Indonesian Migrant Workers. Ms Trisiana is currently leading development and implementation of Law No. 18/17, which is acknowledged to be groundbreaking, as it reinforces end-to-end protection for migrant workers, especially women migrant workers, abroad.

Although Law No. 18/17 has been enacted to protect migrant workers' rights, Ms Trisiana soon found that applying rights-based and gender-responsive approaches were not easy in implementation. "Challenges arose as many officials do not fully understand policies and campaigns devoting specific attention to women's needs. They also didn't have experience on how to develop, implement and evaluate policies and campaigns for women migrant workers," Trisiana recalled. Due to a lack of technical capacity on the part of the local authorities, Law No. 18/17 could not be implemented as intended.

"Collaborating with the Safe and Fair Programme is a turning point," says Ms Trisiana. "Safe and Fair brings invaluable and constructive inputs and recommendations, which have been constantly accommodated through our partnership." To develop the Government Regulation on Protection (subordinate regulation of Law No. 18/17 that will be an action guide for government officials), a village-based study is being carried out. The research integrally involves and is led by women migrant workers; indeed, the lead researcher is a woman migrant worker. The study enables the authorities to better understand the real needs and concerns of those to whom they will provide services through new systems to be established by the sub-regulation.

The Safe and Fair Programme's efforts to actively engage multiple stakeholders, including trade unions, recruitment agencies and civil

society organizations through dialogues deeply impressed Ms Trisiana. “This kind of Tripartite Plus relation informs our practice with ideas and perspectives from diverse actors, which is exactly what we need to avoid the limitation of single-sided decision making”.

The draft subordinate regulation (as of October 2019) very importantly includes the provision of non-administrative services, such as legal counselling, psychosocial counselling and the provision of employment-related information. There is a possibility for the non-governmental organizations – including unions, women’s groups, and civil society organizations – to provide services under the government structure. With the full capacity to implement Law No. 18/17, nearly 4.5 million Indonesian women migrant workers will benefit from a truly gender-responsive subordinate regulation of the law.

Credit: UN Women

Outcome 2: Institutions

National and subnational systems and institutions plan fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors

Institutions (at national and subnational levels) play a crucial role in translating laws and policies into practice, and in ensuring equal treatment and protection under the law for all groups of women, particularly including those facing multiple and intersecting forms of discrimination.

Addressing violence against women and girls is multi-sectoral, involving actors across all levels and branches of government, as well as across ministries (health, social services, education, finance, justice, security, and culture). Cross-sectoral, multi-layered and coordinated work is therefore required to ensure eliminating violence against women and girls is coherently incorporated across plans, policies, budgets and activities, and that responses are efficient and effective.

Under this Pillar, Spotlight Initiative programmes have strengthened coordination mechanisms to address violence against women and girls, and supported the coherent integration of services addressing violence against women and girls across sectoral plans. Ensuring that efforts to prevent violence against women and girls – and to advance gender equality more broadly – are adequately resourced, the Spotlight Initiative has also advocated for gender-responsive budgeting. Equally, institutional culture – and the social norms underpinning it – plays a significant role in eliminating violence against women and girls (as detailed in an ecological model for change).[8] As such, under this Pillar, the Spotlight Initiative has also worked to address power imbalances, gender inequalities, and violence within institutional structures, and to foster organizational change.

Assessments and reviews

As with Pillar 1, Spotlight Initiative programmes across Africa and Latin America conducted assessments and reviews of institutions working toward eliminating violence against women and girls, and existing structures of coordination and monitoring. These assessments varied in scope and approach. An ambitious "360 degree" review was conducted in **Mali** (see below), while **Argentina** and **Nigeria** conducted more specific desk reviews

8 See the following for an explanation of an ecological model of change: https://www.who.int/violenceprevention/approach/ecology/en/

based on existing research and studies. In other programmes, including in L**iberia, Mexico** and **Nigeria**, participatory dialogues with civil society organizations were held, capturing the (varied) experience of women and girls – including those traditionally "left behind" – in interaction with institutions and services.

Considering the complexity and diversity of institutional systems and contexts, results of assessments differed, though several trends emerged: 1) the principle of gender equality was unevenly understood and integrated within institutions; 2) the strength of coordination mechanisms across government institutions and between national and local levels differed; and 3) the capacity of decision-makers and staff within institutions to implement policies to end violence against women and girls diverged, as did the meaningful presence and participation of women's human rights advocates within these processes. Effective and proactive leadership at the highest level is needed to address this, as is the allocation of adequate resources.

These gaps have informed Spotlight Initiative's and partners' strategies and activities under this Pillar and will continue to guide the Initiative's interventions throughout the programme.

A comprehensive analysis of institutional gaps enabled a coherent work plan to address gender-based violence (GBV) and violence against women (VAW) in Mali

"Our Government is committed to strengthen its relationships with all the actors of the Spotlight Initiative in order to effectively eliminate violence against women and girls." – Mali, Minister for the Promotion of Women, Children and Family, Dr. DIAKITÉ Aïssata Kassa TRAORE

A key aim of the Spotlight Initiative Programme for 2019 in Mali was to build and strengthen institutional capacities to address gaps in the elimination of gender-based violence across ministerial departments. In light of this, an evaluation of the various needs of Mali's political institutions was conducted. A total of 501 managers (112 women and 389 men) participated in the review from a range of institutions, including the Office of the Prime Minister, the National Assembly, sectoral Ministries and more than 50 decentralized services. The institutions were assessed to understand their existing institutional capacity to tackle gender-based violence and violence against women and to promote reproductive health rights, as well as current needs.

This analysis, as well as the progress report conducted by Spotlight Initiative-funded agencies, pointed to a myriad of institutional capacity gaps, such as a general lack of knowledge and resources (human, technical, financial and logistical). Moreover, the analysis underscored the various institutions' weak approach to tackling violence against women and girls (except for the Ministry for the Promotion of Women, Children and the Family and its decentralized services and, to a lesser extent, the Ministry of Security and Civil Protection). The analysis also highlighted the need to address important knowledge gaps for all stakeholders, especially the need for an improved understanding of the regulatory and legal framework and key concepts underlying violence against women and girls. As a result of this assessment, the Office of the Prime Minister expressed its willingness to **place the elimination of violence against women and girls as a top priority of the Gender Unit** – that is currently being created – and establish a coherent work plan to move forward on this issue.

NB: It's important to note that the assessment and analysis faced methodological constraints: the active participation of women in

the assessment decreased as the administrative or managerial level surveyed increased. This can largely be explained by the gender ratio favouring men in these institutions, especially in technical services – highlighting the need for a comprehensive approach that also addresses women's equal participation in political roles and the public sector. At the local government level – where the need to ensure a balance in the ratio of women to men was underscored – only 30 per cent of women participated in the analysis.

Sectoral and development planning

The integration of eliminating violence against women and girls within governments' development and sectoral planning processes is crucial to ensuring that the multi-sectoral aspects of preventing and responding to violence are reflected. Through its programmes, the Spotlight Initiative has provided support to planning across sectors involved in addressing violence against women and girls. These include: to the justice, police, and health sectors on service delivery; and to education, culture, and religious affairs sectors on prevention. It has also provided support on planning to Ministries, such as Defence, Security, Economy and Finance.

All programmes have reported significant progress in integrating eliminating violence against women and girls into sectoral plans, though several promising examples are worth mentioning. Following a training for the Ministry of Economy and Finance in **Mozambique,** the cost of addressing sexual and gender-based violence has been reflected in the ministries' plans, with Government financial support expected. In **Niger**, a "task force" of gender focal points across ministries – set up through Spotlight Initiative's activities – has been established. To catalyse a "whole-of-government" approach, technical support from the Spotlight Initiative team is being provided, with issues related to violence and harmful practices taken up in the plans of various sectors.

For the first time, violence against women and girls issues have been reflected in the newly adopted plans of the Office of the Auditor General (in **Zimbabwe**), and the Ministry of National Defence, National Police and Drug Enforcement Agency in **Liberia**. In **Niger**, widespread consultations and negotiations on Spotlight Initiative's activities during the first quarter of 2019 allowed the programme team to undertake extensive briefings of staff and advisors from the President and Prime Minister's offices. As a result, the issue of sexual and gender-based violence and harmful practices are priorities on the President

and Prime Minister's agenda, as highlighted in their respective messages during the national launch of the Spotlight Initiative.[9]

Adoption of the first action plan for integration of gender-based violence indicators in the Office of the Auditor General in Zimbabwe

In Zimbabwe, the Spotlight Initiative worked with the Office of the Auditor General, who was engaged on the issue of State responsibility for violence against women and girls for the first time. The Spotlight Initiative team and its partners conducted a series of consultations, reviewed existing legal and policy regulations and prepared technical guidance notes, which were reviewed and commented upon by the Auditor General's team.

Following a sensitization on sexual and gender-based violence (SGBV), harmful practices (HP) and sexual and reproductive health and rights (SRHR), the Officer of the Auditor General **developed the first ever gender-responsive plan of action,** which covered the areas of performance of national institutions, value-for-money and gender-responsive auditing. This document provides not only a rationale for the inclusion of indicators related to sexual and gender-based violence, harmful practices and sexual and reproductive health and rights, but also a set of concrete actions and commitments by the Auditor General. As a follow-up to the plan, the Office of the Auditor General has identified specific institutions to pilot "gender-based violence audits" and 56 auditors (30 women and 26 men) from the Office of the Auditor General participated in a Spotlight Initiative supported training.

"*The expectation is for the Office of the Auditor General to contribute in holding to account relevant ministries and other public entities with a mandate of mainstreaming gender equality; preventing, protecting and responding to sexual and gender-based violence and harmful practices; and ensuring the realization of sexual and reproductive health and rights for women and girls. This is a new area for us, and it is groundbreaking. You have managed to demystify gender for us.*" —Marjorie Vingirai, Acting Deputy Auditor General

Access to, and influence on, national planning processes has also been an upshot of the Spotlight Initiative's efforts to mobilize commitments at the

9 https://www.unicef.org/niger/press-releases/niger-european-union-and-united-nations-join-forces-eliminate-violence-against-women

highest level of government, including those of the Head of State or Prime Minister. In **Uganda**, for example, by engaging the Government at the highest level, the Spotlight Initiative teams participated in the review of past national development plans and provided inputs in the design of the new national development plan (see below).

Spotlight Initiative and Uganda's National Development Plan III

In **Uganda**, the Spotlight Initiative team was involved in one of the most crucial national planning processes: the development of Uganda's National Development Plan III. National Development Plan III guides the sectoral priorities and overall direction of the country for the next five years, and influences the country's policies and budget allocation. National Development Plan III also provides the Government's strategy for achieving the Sustainable Development Goals and improving national Sustainable Development Goal targets, including SDG 5.2 and 5.3.

The Spotlight Initiative and its partners participated actively in this national effort and supported the National Planning Authority (NPA) and the Ministry of Gender, Labour and Social Development to review sectoral and local government performance towards gender and equity under National Development Plans I and II, as well as to propose concrete inputs into the draft National Development Plan III.

In particular, the UN team advocated for the issues of sexual and gender-based violence, harmful practices and sexual and reproductive health to figure prominently in the plans and, more specifically, for the integration of sexual and gender-based violence, harmful practices and sexual and reproductive health and rights indicators into the planning and budgeting compliance tools and monitoring and evaluation framework.

This was a major success, as **it is a significant step in institutionalising sexual and gender-based violence, harmful practices and sexual and reproductive health and rights interventions** and provides a basis to advocate to the Ministry of Finance to **allocate direct funding for these interventions**. The compliance tools will also inform the local government performance assessments, and their performance will be measured against indicators developed by the Spotlight Initiative team's partners, ensuring that districts are now accountable for multi-sectoral and direct intervention delivery to the national authorities.

Through advocacy efforts at the highest level, the Spotlight Initiative has been able to mobilize more decision-makers in government to take violence against women and girls into consideration in the various sectors of government. In **Argentina** and **Mexico**, the Spotlight Initiative teams and their partners mobilized advocacy efforts during the political campaigns to ensure that the issue of violence against women and girls be placed on the agenda of presidential candidates. These efforts contributed to the issue of femicide being mainstreamed into various sectoral plans. In **Argentina**, as a follow-up to the elections, the Spotlight Initiative supported the establishment of a new national Ministry, focused on gender issues. In **Liberia**, the Spotlight Initiative has been fully integrated within the "Pro-poor" agenda of the Government, the most strategic development planning document for the country and one that is expected to guide the Government's actions until 2023.

In addition to reflecting eliminating violence against women and girls within development and sector plans, Spotlight Initiative teams worked to integrate eliminating violence against women and girls within mechanisms responsible for reporting on the Sustainable Development Goals. For example, in **Malaysia**, the Safe and Fair Programme responded to a request by the Government to develop two strategy papers on how to better incorporate SDG 5 targets in the 12th Malaysia National Action Plan. The papers focused on violence against women and sexual and reproductive health and rights as well as the experience of women migrant workers, and contributed to further highlight the link between eliminating violence against women and girls **and the achievement of the 2030 Agenda** more broadly.

29%

of targeted countries integrate ending VAWG/HP into sector development plans

Health | Education | Justice | Security | Social Services | Culture

Addressing the roots of violence against women and girls in organizational culture

Organizational culture – shaped by institutional power dynamics, and reflected in policies, procedures and behaviours – impacts the ability to advance women's rights and eliminate violence against women and girls. For sustainable change in violence against women and girls, organizations must examine their own internal cultures.

To encourage this reflection, Spotlight Initiative teams in **Liberia, El Salvador, Niger** and **Zimbabwe** held consultations with key stakeholders to develop plans on organizational culture. Concrete steps were outlined to transform the organizational culture of public administration in general, as well as that of specific ministries and agencies, including by recruiting, retaining and promoting women to leadership and decision-making positions. Gender action plans have also been developed, which aim to shift institutional policies and processes, such as staffing and human resources, as well as mindsets and institutional cultures.

The Initiative also targets training institutions for civil servants to ensure that gender equality and issues related to violence against women and girls are compulsory in training curricula. During the reporting period, Spotlight Initiative teams in **El Salvador, Honduras, Liberia, Mozambique, Niger, Nigeria, Uganda** and **Zimbabwe** provided technical and operational assistance to training institutions and supported the design of courses and materials. As a result, **29 per cent of training institutions (across these countries) now include gender equality within their curriculum, as well as information on the prevention of and response to all forms of violence against women and girls.**

Similarly, in **Mozambique, Mexico** and **Zimbabwe**, Spotlight Initiative programmes are working with universities and training institutions to incorporate modules on gender equality and women's empowerment within training for government employees (held prior to and during their public service tenures). Modules have focused on regulatory frameworks, gender-sensitive strategic planning, women's representation in public administration, and preventing and responding to violence against women. **Overall, 12,142 government officials and service providers were trained (out of which 6,794 were women) in all Spotlight Programmes.**

"We are determined to improve the participation of women in all areas of public life and guarantee their rights through the prevention of violence and discrimination. This will be the hallmark of our government." – President of Mexico H.E. Andrés Manuel López Obrador.

Improving the capacity of decision-makers to address violence against women and girls

Across programmes, the Spotlight Initiative has supported the capacity of decision-makers in targeted institutions (at all levels) to design and implement policies, progRammes and activities aimed at preventing and responding to all forms of violence against women and girls. Based on an analysis of capacity gaps and practices, institutional capacity-strengthening strategies have been developed, identifying critical entry points for change.

In **Liberia**, for example, the Spotlight Initiative targeted the police, the Drug Enforcement Agency and the Ministry of National Defence. Following a review of internal guidelines and resources, the Spotlight Programme developed tailored capacity-strengthening strategies. Various methodologies were employed, including pre-service and in-service training and mentoring. Training focused on eliminating violence against women and girls, as well as values-driven leadership and support to institutional leaders (in particularly hierarchical institutions). With technical and operational support from the Spotlight Programme, higher-ranking officers have been engaged to lead the process of change within their organizations and drive the development of programmes and plans to address violence against women and girls. In **Mozambique,** the Spotlight Initiative **strategically prioritized** capacity building for the Ministry of Economy and Finance, given the Ministry's influence on budget allocations, and the monitoring of the performance of other ministries and institutions. Over 50 key decision-makers and officers were trained on gender equality, violence against women and girls programming and, more specifically, the cost of violence. This approach is expected to impact how budgets and resources are allocated and, in turn, influence the actions and priorities of other ministries and institutions.

In **Uganda**, the Spotlight Initiative integrated the principle of "leaving no one behind" into its national institutional strengthening strategy. With dedicated technical support from the Spotlight Initiative, decision-makers and officers in Uganda's Ministries of Security, Disaster Preparedness and Refugees, and Gender, Labour and Social Affairs, were trained to better integrate the experiences of refugee and internally displaced women and girls into programming. Recognizing that institutional strengthening requires more than a "one off" training, Spotlight Initiative teams are working with government counterparts and others to build structures for ongoing support and mentoring and, in parallel, advocating for shifts in organizational culture (along with formal policies, procedures, actions and programmes) to ensure sustainability.

The **Spotlight Initiative Safe and Fair Programme** in Asia supported capacity development of stakeholders from domestic worker organizations, migrant organizations, trade unions, civil society organizations, and government representatives from **Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand** and **Viet Nam** to implement gender-responsive, women-friendly and rights-based policies and services. Capacity building with governments was also conducted, providing training on gender equality, referral pathways, and sex-disaggregated labour migration statistics.

The Inter-Institutional Protocol of Action on Femicide in El Salvador

In El Salvador, during the reporting period, the capacity of the Supreme Court of Justice (CSJ) and the Office of the Attorney-General of the Republic (FGR) were considerably strengthened in order to guarantee women's access to justice. The Spotlight Initiative supported the update of the Inter-Institutional Protocol of Action on Feminicide, which allows the Attorney-General's Office, the police and the Procurator-General's Office to ensure a more comprehensive and appropriate investigation of cases of violence against women. This is a particularly important advance, as El Salvador faces some of the highest rates of femicide rates globally (232 per 100,000 women[10]) and there has been widespread impunity surrounding femicide.

The revision of the Protocol provides a detailed distribution of roles and responsibilities among the different institutions involved in investigation, and includes dimensions that emphasize the accountability of the justice system towards survivors of violence and their families in ensuring that justice is served and that perpetrators are prosecuted. The Protocol also addresses procedural bottlenecks that contributed to hundreds of cases being dismissed.

The new Protocol has been identified by civil society organizations and practitioners in this sector as **ground-breaking progress towards ensuring the accountability of perpetrators,** and **the** Spotlight Initiative, together with its partners, are continuing to collaborate with the Ministry of Justice to further strengthen the Protocol by addressing a provision that prevents survivors of violence as well as families of victims of femicide from receiving appropriate reparations.

10 El Salvador Fiscalía General de la República through CEPAL, https://oig.cepal.org/en/indicators/femicide-or-feminicide

Gender-responsive budgeting to eliminate violence against women and girls

Resources allocated to implement activities and programmes on eliminating violence against women and girls, even when prioritized, are often inadequate. Responding accordingly, several Spotlight Initiative programmes supported governments in gender-responsive budgeting (GRB), which will remain a priority throughout implementation of the Initiative. Reflecting on the differential impact of resource allocation on women, men, girls and boys (in all their heterogeneity), gender-responsive budgeting helps to ensure that priorities and programmes addressing violence against women and girls are adequately financed, and appropriately monitored. **During the reporting period, in the nine countries that prioritized these activities, 321 parliamentarians, 426 government officials and 317 women's rights advocates were trained on gender-responsive budgeting** and are now better equipped to advocate for the allocation of resources for eliminating violence against women and girls.

In **Argentina, Mozambique** and **Zimbabwe**, the Spotlight Initiative worked with parliamentarians and officers in the Ministries of Finance to implement a gender-responsive budgeting strategy that translates gender analysis into policy change and builds the capacity of relevant stakeholders on gender-responsive budgeting. These strategies support efforts to introduce gender-responsive budgeting into programme-based budgeting, and to establish mechanisms for the systematic analysis of the impact of budgets and policies on eliminating violence against women and girls. Through this collective advocacy, the ability to measure the amount (and focus) of national budget allocations to eliminating violence against women and girls is expected to improve.

In **Liberia** and **Mexico**, Spotlight Initiative teams worked hand-in-hand with civil society organizations to advocate for the implementation of gender-responsive budgeting, secure political commitment at the highest level of government, and develop alliances among parliaments and public servants across all levels of government. As a result, the Government of Liberia, for example, recently allocated USD 70,000 of its own budget to pilot the roll-out of gender-responsive budgeting with a specific focus on sexual and gender-based violence and harmful practices, as described below.

A "first of Its kind" Government response in Liberia

In Liberia, the Spotlight Initiative supported ongoing advocacy by the United Nations and other development partners for gender-responsive budgeting.

The Spotlight Initiative team designed activities in a context where the Government was already rationalizing resource use and moving towards performance-based budgeting. The team also took into account the fact that Liberia's civil society, as well as its development partners (including the European Union delegation), were calling for the measurement of the impact of public spending as a tool to ensure quality services. In support of this call, the Spotlight Initiative team specifically identified the lack of available resources for the implementation of Government commitments made to address gender-based violence, as well as the gender blindness of some macroeconomic policies that have impeded implementation of commitments to advance the status of women in Liberia.

To prepare the Government of Liberia to raise the issue of gender-responsive budgeting as a priority for forthcoming budget exercises, the Spotlight Initiative team offered technical assistance to the Ministry of Finance, developed gender-responsive budgeting tools tailored to the needs of the Liberian budget, provided on-the-job training, coached key government staff, and developed gender-disaggregated budget templates.

As a result, a new accounting structure is now under development by the Budget Department, and the Government of Liberia recently allocated USD 70,000 of its own budget to pilot the roll-out of gender-responsive budgeting with a specific focus on sexual and gender-based violence and harmful practices. This allocation is the first of its kind and a promising step forward.

Finally, in **Malawi**, with Spotlight Initiative support, civil society organizations representing groups traditionally "left behind" advocated for the design of tools to better understand how government resources benefit (or fail to reach) specific groups of women, particularly women living with disability, albino women and women living with HIV. The Spotlight Programme is currently supporting the government, in collaboration with these organizations, to reflect the specific experiences of women and girls facing intersecting forms of discrimination in gender-responsive budgeting processes.

Working across government levels

Across many Spotlight Initiative programmes, responsibility to address violence against women and girls has been decentralized to local governments or institutions, with subnational authorities or networks often the first point of contact for survivors. Strategies are therefore necessary to ensure that the roles and responsibilities among various levels of government are appropriately delineated and that gaps and overlaps are reduced.

In **Nigeria, Mexico** and **Argentina**, large federal states, the Spotlight Initiative has supported federal and national actors to address inconsistencies in national and federal laws, and better delineate the roles and responsibilities of different levels of government.

Strengthened capacity of local-level institutions and organizations to implement strategies to eliminate violence against women and girls is also a crucial component of successful prevention and response programmes. In **El Salvador, Malawi, Mali, Mozambique** and **Nigeria**, the Spotlight Initiative trained local government officers on gender equality and violence against women and girls, and further supported districts and municipalities to design violence against women and girls action plans that include prevention strategies, coordination mechanisms and referral pathways. Spotlight Initiative teams also ensured that civil society participated in these efforts and, in some cases, these included women's groups representing the most marginalized and vulnerable groups. **As a result, more than 350 local government entities across programmes have been supported, and have adopted a costed action plan.** In **Malawi** and **Mozambique**, the Spotlight Initiative has targeted efforts to connect these action plans to other community priorities, social development goals and localized Sustainable Development Goal targets, improving integration and sustainability.

Outcome 3: Prevention

Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices

Extensive evidence shows that violence against women and girls is preventable, as the drivers of violence against women and girls are socially determined (and therefore subject to change). Empirical studies have demonstrated that investment in prevention promotes protection as well, significantly reducing morbidity and mortality, and ensuring women's and girls' rights, more broadly.

Equally, prevention efforts help to avert cycles of violence; in so doing, they address the harrowing human toll (and rights erosion) of ongoing violence, and complement response efforts (under Outcome 4).

Prevention is also cost-effective: promoting savings in health care, police and judiciary systems, as well as in child and welfare sectors; and reducing the cost of absenteeism and loss of human capital. This Pillar is central to the Spotlight Initiative's investments and strategic approach: prevention efforts are a critical dimension of reaching Sustainable Development Goal targets 5.2 and 5.3, and ensuring sustainability in eliminating violence against women and girls.

Recognizing that prevention is the most important pillar for transformative sustainable change, Pillar 3 has the largest budget allocation (nearing 30 per cent) at programme level alongside Pillar 4 on services. Work under this Pillar focuses on addressing the root causes of violence against women, including patriarchy, discrimination and gender inequality in the distribution of power and resources. Spotlight Initiative teams have worked to address gendered discrimination – mediated through social norms and practices – by promoting positive attitudes, behaviours, and social norms at societal, community and individual levels. The Initiative's support has, equally, focused on facilitating an enabling environment for public support and movement-building among community members, leaders, and institutions to promote gender equality and non-violence.

Primary prevention initiatives require long-term planning and investment. While shifts in knowledge and attitudes may be visible within a shorter time frame, changes in norms and behaviour often take longer. They also tend to be non-linear, with backlash and regression interspersed with progress. To ensure sustainability, the Spotlight Initiative is partnering with a wide range of stakeholders within and across communities, and developing tools to institutionalize activities. Close collaboration with civil society, including women's rights organizations, is essential across Pillars, but particularly critical under this Outcome. During the reporting period, Outcome 3 engaged the largest number of civil society implementing partners.

Assessments and multi-stakeholder consultations

As in other Pillars, the Spotlight Initiative programmes undertook assessments and held diverse multi-stakeholder consultations to ensure prevention strategies were rooted in, and responsive to, local contexts and the varied needs of women and girls. Consultations with civil society organizations were particularly critical.

In **Liberia** and **Mexico**, participatory dialogues were held at national level and in the provinces and districts covered by the programme. Dialogues promoted participation and buy-in of local authorities and civil society organizations – critical for sustainability – and informed the programmes' strategic approach. Similarly, Spotlight Initiative programmes **in Mali, Malawi** and **Uganda** conducted extensive desk reviews of existing research on social norms, presenting an analysis of current trends, as well as promising practices and lessons learned from past interventions.

Credit: Spotlight Initiative

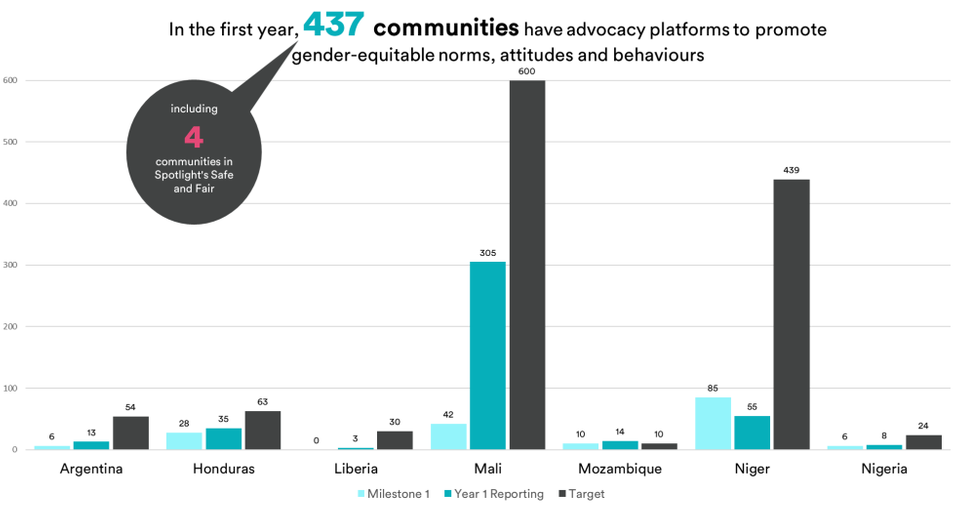
Community mobilization

Grounded in the theory that community-level work facilitates prevention at population level, Spotlight Initiative interventions across this Pillar adopted the following principles:

- Ensure a human rights-based approach to programming
- Be comprehensive and gender transformative, focusing on transforming social norms, attitudes and behaviours, by generating dialogue and conversations on, among other things, gender roles
- Be grounded in a well conceptualized theory of change, informed by evidence on the root causes and drivers of violence against women and girls

- Engage all members of the community (men, women, boys and girls), including separately, with dedicated and tailored approaches for each group
- Organize meetings and gatherings regularly (periodicity depends on the context), with participant engagement – particularly by those facing intersecting forms of discrimination – expected throughout the programme

The Initiative worked through and alongside community activists and practitioners – carefully selected, trained and supported professionals organized and deployed in community action teams. Action teams are guided by evidence-based processes and the principle of "do no harm". **With Spotlight Initiative support, 437 communities in 11 countries have now set up advocacy platforms to promote gender-equitable norms, attitude and behaviours.**



Working across communities to transform attitudes, behaviours and social norms around gender, power and violence against women and girls has proven an effective approach to prevention. **Across programmes, community mobilization reached over 500,000 community members through dialogues and awareness raising.** In **Uganda**, for example, the Spotlight Initiative is currently implementing SASA! – a community mobilization intervention developed by Raising Voices.[11] SASA! aims to prevent violence against women and girls by addressing gender inequality and social norms on the acceptability of violence. SASA! was evaluated for over five years in a

11 SASA! is a groundbreaking community mobilization approach developed by Raising Voices Raising Voices for preventing violence against women and HIV. See more: http://raisingvoices.org/sasa/

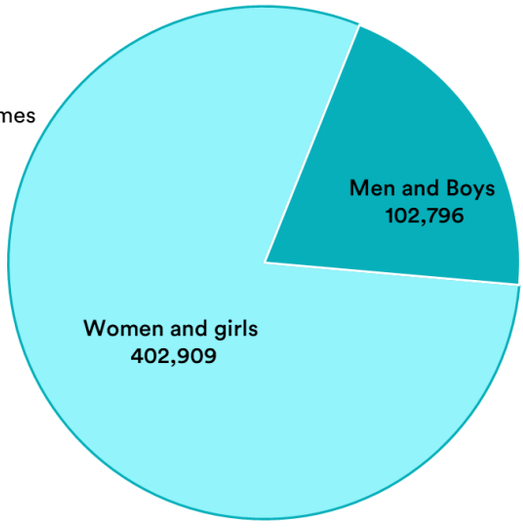
cluster randomized control trial and, at the end of the trial, women reported a significant reduction in physical and sexual violence. In **Niger, Nigeria, El Salvador** and **Zimbabwe**, community mobilizers worked with local religious and traditional leaders as well as state actors (the police, health and social services) to influence their attitudes and practices toward violence against women and girls, and to strengthen their response. Anecdotal evidence points to significant progress: in these four countries, community leaders and service providers are joining as advocates within community dialogues and community mobilization activities, as well as through male networks, as described below.

In **8** countries,

505,705

women, girls, men and boys

regularly attended community programmes to promote gender-equitable norms, attitudes and behaviours



In **Liberia, Mozambique** and **Zimbabwe**, Spotlight Initiative teams implemented a programme that aims to reduce the incidence of violence against women and girls and advance women's rights in rural communities through state and community-based structures. Community members were trained as activists and deployed to work in community-based action teams. Teams worked to challenge attitudes, strengthen understanding of laws, and provide referrals to relevant social services (police, social welfare, and health). Within Asia, through public outreach initiatives and campaigns, the **Safe and Fair Programme** reached 1,276,471 members of the public to shift knowledge, attitudes and behaviours – including harmful social norms and gender stereotyping – directed at women migrant workers experiencing violence. Tentative results show increased awareness and shifts in attitudes, signalled by additional activism (signing of petitions,

communications addressed to decision-makers, and demonstrations) and social media engagement (retweets, comments, or new posts).

Educating communities on sexual violence, one home at a time

MAPUTO, Mozambique – Denardina Mussa, 25, has a mission: to speak to 30 people by the end of the day about sexual violence in one of the most violent neighbourhoods around Nampula City, in northern Mozambique. She heard of multiple cases of girls who were raped, married early, or murdered in her province and decided to act. Last year, she joined a team of over 50 women activists at the Nampula-based organization Ophenta,* who run door-to-door campaigns to educate communities about sexual and gender-based violence. Fear for their own safety and resistance from the communities are the hardest parts of the job. “Many people don’t want to acknowledge sexual violence”, said Denardina.

But Denardina has been able to carry out her mission, thanks to community leaders trained by Ophenta, who escort her into the communities and help to refer cases of violence to the authorities. During the first half of 2019, Ophenta activists talked to over 3,700 people from 1,310 families (of which 998 men and 644 boys) about sexual and gender-based violence and early marriages, to help them understand that these are punishable by Mozambican law. They identified eight cases of violence. After informing survivors and their families about the existing response services, five survivors decided to report to the police or seek medical assistance.

Activists also help deconstruct gender norms and deeply ingrained victim-blaming attitudes**. Despite resistance from some people, there is evidence of attitude and behaviour change.** “We have dissuaded families that were about to marry their underaged daughters, and these girls are now back in school”, said Denardina. **“You know you have changed someone’s mind when a father asks you to return and teach their children about gender-based violence”,** said Shamita. “That is the most gratifying part of the job”. In six months alone, this Spotlight Initiative-supported organization has reached over 5,800 women and 5,300 men in Nampula City.

*Ophenta is part of the Consortium Against Sexual Violence, comprising seven women’s organizations which partnered under Spotlight Initiative.

Shifting norms and attitudes: In- and out-of-school education

Comprehensive sexuality education (CSE) – in both in- and out-of-school settings – has been shown to address the root causes of violence against women and girls. At the intersection of sexual and reproductive health and rights, education, and service provision, comprehensive sexuality education offers a vital opportunity to engage young people in gender and power dynamics, sexual and reproductive health, and violence. By supporting critical reflection and dialogue, comprehensive sexuality education can positively impact social norms and contribute to preventing violence against women and girls. **During the reporting period, with Spotlight Initiative support, 695,406 young people were reached through in- and out-of-school programmes.**

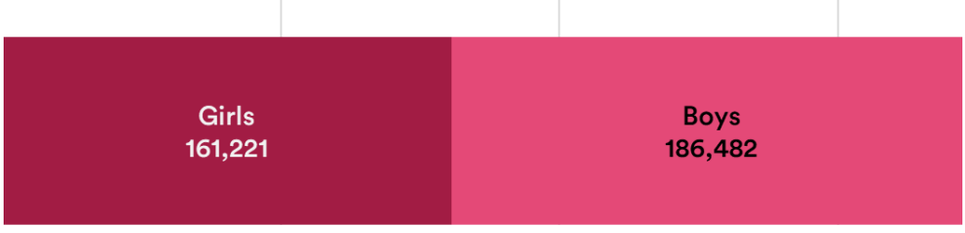
Recognizing education as a tool and site for social norm transformation, the Spotlight Initiative has worked across multiple countries to strengthen comprehensive sexuality education programmes. In **Argentina, El Salvador** and **Zimbabwe,** for example, the Initiative has supported governments to strengthen comprehensive sexuality education policies, and has advocated for widespread comprehensive sexuality education programmes that reach both in- and out-of-school youth. Within these countries, as well as in **Malawi** and **Liberia**, the Spotlight Initiative has either built or reinforced the technical capacity of the Ministry of Education's staff and teaching personnel. With a focus on comprehensive sexuality education curricula, pedagogy and teacher training, the Spotlight Initiative has worked to ensure that comprehensive sexuality education programmes take on and integrate power, inequality, gender norms and violence (including intimate partner violence (IPV)), and, importantly, include an accountability framework as part of their monitoring and evaluation.

In the first year,

347,703

girls and boys

attended in-school and out-of-school programmes to promote gender-equitable norms, attiudes and behaviours and exercise of rights, including reproductive rights, in **11 countries**



In **Malawi, El Salvador** and **Honduras,** school-based interventions encouraged open discussion among young people on gender roles, violence against women and discrimination, while in **Liberia**, the Spotlight Initiative supported programmes to address and prevent dating violence, non-partner sexual violence, and peer violence. As a result, an after-school programme has been implemented, with participatory sessions on gender relations, love, relationships, violence against women and girls, sexually transmitted infections (STIs) and HIV, condom use and communication skills.

Further, the Spotlight Initiative has worked to shift school culture overall, encouraging the collective engagement of teachers, students, administrations, and parents in school-wide interventions to promote reflection on raising the quality of education in, for example, **Malawi, El Salvador** and **Honduras.**

Public campaigns and engaging media

As a complement to community mobilization several Spotlight Initiative programmes invested in social marketing campaigns. Based on thorough research, messaging reached a broad public audience through television, radio, billboards, the internet, and printed publications. To promote discussion and behaviour change, campaigns aimed to raise awareness on violence against women and girls, increase knowledge of services and relevant laws, and challenge norms around the acceptability or use of violence.

In **Liberia** and **Malawi**, campaigns promoted positive social norms and values and discouraged harmful ones, through public discussion and social interaction. Campaigns in **Argentina, Mozambique, Mexico** and **Nigeria,** are planned to overlap with TV and radio-based "edutainment", integrating social messages into popular media entertainment. In **Mozambique**, specifically, 15 episodes of the radio soap opera *Ouro Negro* have aired, reaching more than 540,000 listeners. Episodes encourage discussion on gender inequality and violence by focusing on the concept of power, rather than gender, with the former often more relatable to community members, and less prone to backlash (as discussions on gender can feel stigmatizing). Indicative results suggest a deeper understanding and engagement with the issue.

Given the intensive research and stakeholder consultation process required, the majority of these campaigns are currently under design and expected to launch in 2020, with implementation continuing through following years, as well. **Notably, though, during the reporting period nearly 42,000,000 people were reached through 20 campaigns across all Spotlight Initiative countries.**

Argentina: Campaña #AmigaDateCuenta

In November 2019, on the International Day for the Elimination of Violence against Women, the #AmigaDateCuenta digital campaign was launched, starring the singer and actress Lali Espósito.

The campaign is aimed at promoting healthy bonds in adolescence, and provides tools to detect and prevent violence among young people. With a clear and straightforward message, #AmigaDateCuenta encourages youth not to view jealousy, humiliation, and control by their partner as normal or natural. The campaign's website (amigadatecuenta.com.ar) features information tailored to adolescent and young audiences specifically. In addition, within the framework of the campaign, workshops were held with adolescents in the three core provinces. The gender-based violence assistance hotline (Líne 144) has also been shared through the campaign, as a place to receive information, guidance and counselling.

With roughly 22,000 posts on social media, the campaign reached approximately 30 million people.

Credit: Spotlight Initiative Argentina/Carolina Scaglione

Safe and Fair Programme in ASEAN Region: "Extraordinary Women, Journeys out of the Ordinary" during the 16 Days of Activism against Gender-Based Violence

In conjunction with the Asia-Pacific Ministerial Conference on the Beijing+25 Review and the 16 Days of Activism Against Gender-Based Violence, the Spotlight Initiative Safe and Fair Programme released a new online and offline photographic and storytelling exhibition called "Extraordinary Women, Journeys out of the Ordinary" during the 16 Days of Activism against Gender-Based Violence." The artistic and interactive exhibition featured 16 stories of courageous women from Indonesia, Myanmar and the Philippines, and was launched off-line and locally in Thailand and Indonesia during the 16 Days of Activism.

Each story highlights challenges and opportunities faced by women migrant workers, and features their activism to support fellow women migrant workers so as to reduce the risk of violence and trafficking, sending a powerful message to other women migrant workers, employers, and to duty bearers. **In 2019, the exhibition reached more than 14,133 online viewers on Facebook and 30,084 impressions on Twitter.**

Credit: UN Women/M R Hasan

Analysis of media globally, has consistently demonstrated that media and communication tend to reflect, replicate and entrench existing gender inequalities – playing a significant role in either reinforcing or challenging community attitudes and norms that contribute to violence against women and girls.

News media in particular constitute a powerful infrastructure through which to reach and influence large populations. If its power is harnessed effectively, the media is uniquely positioned to go beyond awareness-raising to substantially challenge and transform the norms and attitudes that drive violence against women and girls. Recognizing this, the Spotlight Initiative in **Argentina, Mozambique** and **Nigeria** invested in strengthening the capacity of journalists, radio hosts and other actors in the media with a specific focus on reporting on violence against women and girls. In parallel, civil society organizations were engaged in training practitioners and activists to better address gender inequality within media reporting, including how to communicate key messages on violence prevention.

By reporting responsibly on violence against women and girls – including by portraying survivors as agents of change and amplifying positive images of women and girls, the media can promote deeper societal discussion and change. **In the eight countries that prioritized these activities, 62 news outlets developed standards on ethical and gender-sensitive reporting. Additionally, nearly 500 journalists, including 280 women, were trained on concepts related to gender and to report on violence against women and girls or, more broadly, gender equality with greater sensitivity.**

Engaged Discussion on Gender-Based Violence Through Art

Spotlight Initiative teams in **Argentina**, **El Salvador, Honduras, Lao PDR, Malawi, Mexico, Mozambique** and **Niger** engaged artists, young people and gender experts to co-create murals, paintings and images that depicted positive relationships based on consent and mutual respect. The exercise was designed as a collaborative opportunity to spur discussions around gender-based violence in a safe and creative manner. The resulting pieces of art were featured in prominent public spaces in programme countries and across social media channels. The activation was the Spotlight Initiative's contribution to the global "16 Days of Activism Against Gender-Based Violence" campaign.

Argentina

Panama

Niger

El Salvador

México

Mozambique

Honduras

Credit: All photos captured here are credited to Spotlight Initiative except the photo from Mexico, which is credited to UN Women/Marcela Erosa

Engaging with men and boys

Credit: Spotlight Initiative

Constructions of masculinity – the gendered social norms, roles, expectations and identities associated with masculinity – play a crucial role in normalizing violence against women and girls. As such, working with men and boys is essential to prevention efforts. By promoting non-violent relationships, men and boys have a positive role to play in preventing and eliminating violence against women and girls.

Across programmes, the Spotlight Initiative's engagement with men and boys (as allies) has taken several forms: some interventions drew on participatory group-education and discussion around masculinity and inequitable gender attitudes and behaviours generally, while other interventions adopted health behaviour-change approaches, focusing on changing attitudes towards specific behaviours. Overall, in the countries that prioritized these activities, **2,211 men and boys regularly attended gender transformative programmes that analyse gender roles, promote respectful family relationships, non-violent forms of conflict resolution and parenting, and healthy and safe home environments.**

In **Honduras, Liberia, Mali, Malawi, Mozambique** and **Uganda,** the Initiative supported the establishment of "men and boys" clubs in communities and in schools. Coordinated by mentors and activists trained through Spotlight Initiative support, club members worked collectively and individually toward advancing gender justice, human rights and social justice, more broadly. Clubs promote sexual and reproductive health and rights, including HIV and AIDS prevention and treatment, and have raised awareness on the risks of violence against women and girls in communities.

Recognizing that sport, particularly soccer, is a key space for the socialization of men and boys in Argentina, the Spotlight Initiative is partnering with one of the "big five" of the **Argentine** league (Racing Club). An agreement with the president of Racing Club was signed to sensitize and raise awareness among men and boys on violence against women and girls through testimonies from players, workshops and media campaigns.

Although these interventions are popular with some of the Spotlight Programme's counterparts, the Spotlight Initiative also recognizes that evidence on working solely with men and boys for prevention is mixed. As such, the Spotlight Initiative Secretariat has been collecting rigorous evaluations of well-designed and implemented interventions and sharing these with Spotlight Initiative programme teams. Studies suggest that single or two-session interventions with men and boys have limited impact; as such, the Initiative has promoted interventions that work with both men and women within an integrated approach to prevention. This has been found to be successful in reducing self-reported perpetration of intimate partner violence.

Uganda: Male Action Groups demystifying violence against women

According to the 2016 Uganda Demographic Health Survey (UDHS), a significant proportion of Ugandans- 49 per cent of women and 41 per cent of men – believe that a man has a right to beat a woman under certain circumstances.

Members of the Male Action Group (MAGs) gather at the Malaba Town Council offices to discuss the strategies they can use to help men reflect on and change their behaviour in the home.

"I have been married for three years but until 2019, I was treating my wife inhumanely. I was brought up in the belief that a man is the authority in

the home and his word is law. Whenever I came back home and there was no food, I would beat her. I am ashamed to admit that on some of those days, I left very little money for her to scrape a meal together" said Jafari, one of the trained men.

Sensitization changes behaviour

Jafari belongs to "Yes We Can", a savings group. When the Town Council authorities disseminated information to different groups about a training programme for men on domestic relations, Jafari decided to pass by. Elly Turaho, the programme manager for the Agency for Cooperation in Research and Development (ACORD) Eastern Region, says because men traditionally have power in society, they also have a key role to play in shifting social norms and traditions. ACORD is receiving funding from the Spotlight Initiative in Uganda.

"We started by training 15 Male Action Groups and then, we supported them to roll out the campaign against gender-based violence in the community. Now we have over 300 male champions in Malaba," he says.

This programme works in coordination with Spotlight Initiative-supported activities targeting women and girls. Evidence shows that while targeting men and boys can have a significant impact in shifting social norms, those results are higher when such activities are combined with programmes targeting women. Under the Spotlight Initiative in Uganda, ACORD and other partners are tailoring their activities targeting men and boys, based on the findings and outputs of community conversations with women and girls.

Jafari says on the first day, the trainer helped him to understand what it meant to treat his wife fairly. "I realised I had to change. On the last day of the training, I informed my wife that I would cook supper that night. She was shocked. (…) I knelt down and asked for her forgiveness for the way I had been treating her," he says. Now, every Sunday, Jafari moves around his neighbourhood in Obore Ward, visiting homes and talking to husbands. In nine months, he has convinced 20 men to join the programme.

Credit:UN Women Uganda

There is a well-established link between intimate partner violence in a household, and violence towards children. Moreover, children who witness intimate partner violence are more likely to perpetrate or experience violence in later life. Preventing children's exposure to intimate partner violence and their own experience of violence is therefore likely to contribute to long-term prevention of violence against women and girls, reduce rates of child maltreatment, and disrupt the cycle and co-occurrence of abuse. The Spotlight Initiative programmes, both current and forthcoming, reflect this empirical evidence.

To achieve this end, in **Mali, Niger** and **Malawi**, the Spotlight Initiative engaged parenting programmes to promote respectful family relationships, non-violent forms of conflict resolution and parenting, and healthy and safe home environments. In **Mali**, specifically, parenting programmes engaged expectant and current fathers (with children under 5) in participatory, small group sessions of critical reflection. Trained facilitators met regularly with a group of men, and, in some sessions their women partners. With a view to engaging men in active fatherhood, sessions generated important reflection on gender and power; fatherhood; communication and decision-making within couples; intimate partner violence; caregiving; child development; and men's engagement in reproductive and maternal health.

Engaging with religious organizations and faith-based leaders

Religious organizations are central to culture and life in many communities: as such, they are often uniquely positioned to champion efforts to end violence against women and girls. Given their influence and reach, the Spotlight Initiative has targeted religious organizations and faith-based leaders as a key constituency. Working together with those aligned with advancing women's rights, the Initiative has partnered with organizations and leaders that provide evidence-based, well-informed, practical, and spiritual guidance, including referrals to other organizations.

Often able to reach under-served or difficult-to-reach populations, the Spotlight Initiative partnered with religious organizations in **Niger, Nigeria** and **Mozambique**, to cascade messages of safety and support for survivors and provide information about offender accountability. The Initiative held training for and by members of religious communities, strengthening their role in addressing violence against women and girls, and deepening their sense of self as allies. In these countries, as well, Spotlight Initiative programmes supported faith leaders in initiating and promoting gender-based violence prevention and support programmes, including community interventions. By endorsing the prevention of violence against women and girls and support programmes, leaders sent a powerful message to their communities, contributing, over time, to a shift in norms and attitudes.

In **Niger, Malawi and Mali,** the Spotlight Initiative supported religious leaders to make official public statements condemning female genital mutilation and underage marriage. Spotlight Initiative programmes also raised awareness on the damage that can be done by so-called "reconciliation ceremonies" for domestic violence. By working with religious leaders in the context of broader community mobilization, the Spotlight Initiative aims to shift underlying structures of power within communities.

Credit: Seyba Keïta / UNFPA / UNICEF Mali.

Outcome 4: Services

Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long-term recovery from violence

Improving service provision is essential to mitigating the consequences of violence against women and girls. In fact, providing quality and timely access to comprehensive multi-sectoral services can significantly contribute to breaking cycles of violence. Yet, despite extensive commitments by governments, women's and civil society organizations and other relevant stakeholders, many women and girls still lack access to essential services for their safety, health and justice. Furthermore, even where basic support services do exist, they are typically underfunded, understaffed, not of sufficient quality, uncoordinated, or limited in scope or coverage.

In most Spotlight Initiative countries, national studies on the extent of violence against women and girls indicate that the majority of victims and survivors do not report their experiences to formal services. These findings underscore the serious need to better connect victims and survivors of violence with

appropriate services in order to support their healing and to adequately prosecute perpetrators. In keeping with these findings, throughout 2019, the Spotlight Initiative programmes invested in strengthening the capacity of service providers and ensuring that these services are available, accessible, and of high quality for all women and girls, including those traditionally left behind.

During the reporting period, the Spotlight Initiative's teams reported a 15 per cent increase in survivors seeking assistance from support services and a 10 per cent increase in cases reported to the police. This suggests an improved awareness of violence as a human rights violation, and an increase in demand for services. To respond accordingly, the Initiative's support to government institutions and other providers for improved services, and expanded accessibility, must deepen.

The foundational tool for interventions under this Pillar was the "essential services package for women and girls subject to violence", developed by the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, a partnership between UN Women, UNFPA, WHO, UNDP and UNODC. Spotlight defines essential services as including both immediate and long-term health care, psychological support, police and justice responses, and safe accommodation.

Assessments and multi-stakeholder consultations

In order to most effectively implement activities under this Pillar, each Spotlight Initiative team conducted an assessment to establish existing knowledge and capacity, to identify gaps in available services, and to determine the factors that provide for an enabling environment. This assessment allowed Spotlight Initiative teams to establish objectives for meeting unmet needs and filling capacity gaps in service delivery.

In **Liberia**, **Honduras, Mexico** and **Zimbabwe,** Spotlight Initiative teams conducted particularly extensive assessments – bringing to light the capacity, quantity, and quality of existing essential services – and consulted with a wide

range of stakeholders, including civil society actors, parliamentarians, officers from the Ministry of Finance, and representatives of the Auditor General's Office. In addition, the teams organized sessions to listen to the experiences of survivors and assess the extent to which they had knowledge about their right to services.

In **Argentina** and **Mozambique**, specific investments were made to assess the need for services based on community demographics, with a focus on those traditionally marginalized, such as migrant and younger women, women with disabilities, women living with HIV and AIDS, or those living in remote or rural areas.

Consultations and assessments undertaken by Spotlight Initiative teams suggest that the manner in which services are provided has a significant impact on their effectiveness. Spotlight Initiative teams also found that survivors of violence tend to trust health care providers the most out of all professionals with disclosure of abuse. Consequently, Spotlight Initiative programmes worked to ensure a quality health service response, not only because survivors deserve access to the highest attainable health standard, but also because health care providers are likely to be the first professional contact for women who have faced violence. Spotlight Initiative teams thus worked with governments, private health providers and civil society organizations to improve health service delivery, comfort and trust so that more survivors would choose to report.

In the countries where the Spotlight Initiative supported the implementation and roll out of the Essential Services Package, a reference guide for providing services to survivors, the Spotlight Initiative acted as a "unifying agent", bringing multiple national partners together to meet on a regular basis. In **Mozambique**, the Essential Services Package was named as the "central document" that guided the work for the Ministry of Health, Ministry of Interior, Ministry of Justice and the Ministry of Gender, as they came together to work on service response. Prior to the Spotlight Initiative, few meetings on the coordination of service delivery occurred on a regular basis in Mozambique. By the end of 2019, addressing the service response to violence against women and girls had become a greater national priority, and multisectoral work between government institutions and key stakeholders had improved.

Taking a rights-based approach to service provision

In 2019, Spotlight Initiative programmes supported government, civil society and other stakeholders in implementing a human rights-based, multi-sectoral, survivor-centred approach to responding to survivors' needs. As a **multi-sectoral response,** Spotlight Initiative programmes took a holistic and coordinated approach to harmonizing services developed and implemented by a variety of institutions, including in the areas of psychosocial welfare, law enforcement and health. Moreover, the work of the Spotlight Initiative across programmes was **survivor-centred,** ensuring that all engaged in service provision prioritized the rights, needs, and wishes of the survivor.

Under this approach, the Spotlight Initiative programmes aimed to ensure that the services of all sectors were coordinated and well-governed. These programmes were also careful not to single out or inadvertently stigmatize survivors, and they followed ethical guidelines to collect information. Furthermore, Spotlight Initiative teams and their partners sought to protect the rights of survivors to be treated with dignity and respect; to choose what action to take in response to the violence they faced; to have privacy and confidentiality, to be free from discrimination based on gender, age, race or ethnicity, ability, sexual orientation, HIV status or any other characteristic; and to receive comprehensive information to make their own decisions.

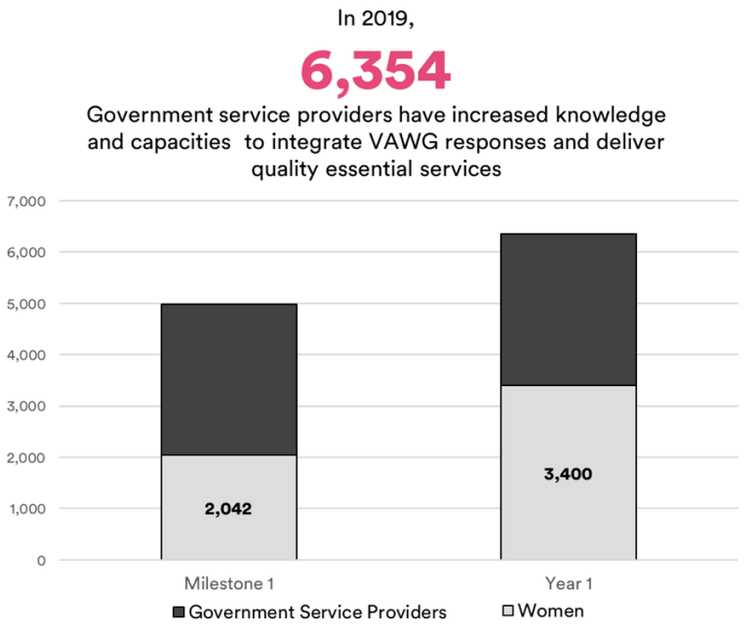
To meet these objectives, Spotlight Initiative teams in **Honduras, Nigeria, Uganda** and **Zimbabwe** supported the establishment and strengthening of structures, protocols and tools for case management and referral systems, with a focus on recognizing the unique and multiple needs of victims and survivors. These teams attempted to reduce the number of times victims and survivors were asked to tell their stories, thereby reducing the risk of re-traumatization. In **Uganda**, the Spotlight Initiative team worked with the Ministries of Social Welfare and of Local Government to create a cohort of trained social welfare officers to be dispatched in the four districts covered by the Spotlight Initiative. Moving forward, this cohort will strengthen and operationalize a functional government protection system that effectively responds to violence against women and girls by enhancing individual case management and psychosocial support in a multi-sectoral, survivor-centred way. The presence of these officers will significantly increase the Government's capacity to handle cases and, more broadly, illustrate the importance of strengthening the Government's social welfare workforce in responding to violence against women and girls.

Capacity building for improved essential services

In 2019, Spotlight Initiative programmes supported the dissemination, adaptation and roll-out of the Essential Services Package as a reference guide for training and coordinating stakeholders involved in service delivery. **With the support of the Spotlight Initiative, eight countries have developed or strengthened their national guidelines and protocols in line with the guidance and tools for essential services provided by the Initiative's agencies.**

Several Spotlight Initiative countries also developed standard operating procedures, protocols and training manuals to (adapting the Essential Services Package at country level) to ensure that all actors have the capacity and tools to work within a coordinated structure of appropriate service response. The knowledge products created and disseminated by the Spotlight Programme clearly identified "essential actions" and existing gaps in each sector. **With the support of the Spotlight Initiative, 11,618 women and 9,441 girl survivors of violence have increased knowledge of quality essential services. Furthermore, more than 13, 000 women and girls gained greater access to services through the opening of new service delivery points, longer opening hours and mobile services.**

Spotlight Initiative programmes conducted capacity-building sessions on, among other things, the Essential Services Package and facilitated information-sharing among relevant stakeholders. **With the support of the Spotlight Initiative, 5,252 key government service providers, including 2,707 women, in ten countries increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence.**



After conducting scoping studies, which highlighted the lack of coordination among stakeholders involved in addressing violence against women migrant workers, the **Safe and Fair Programme** team, for example, developed multiple training modules on quality coordinated services for women migrant workers subject to violence. The team piloted the training modules in **Cambodia, Indonesia, Philippines, Thailand** and **Viet Nam**. One training module was tailored to the specific needs of Ministry of Foreign Affairs personnel working overseas, with the objective of enhancing their ability to effectively assist or refer their citizens – including women migrant workers – who have experienced gender-based violence to the right services. During the reporting period, the Safe and Fair Programme enhanced the capacities of 2,081 persons to address violence against women migrant workers. This group included 1,247 government service providers and 281 representatives of women's rights organizations and groups representing those who face multiple and intersecting forms of discrimination.

In addition to the Essential Services Package, Spotlight Initiative programmes invested significant resources in identifying structural and operational bottlenecks in health service provision. In **Liberia, Malawi** and **Zimbabwe**, Spotlight Initiative teams supported the design of standard operating procedures and policies to improve the integration of services and referral protocols related to violence against women and girls within existing sexual and reproductive health and HIV services. In **Mozambique**, the Spotlight Programme helped train service providers on the use of the "single file" ("ficha

única") system, which enables reporting of cases of violence on the same form, regardless of entry point. This system enables better coordination between services, integrated assistance to victims, and more efficient monitoring and data collection.

In **Malawi**, a new reproductive, maternal, newborn, child and adolescent health scorecard that included indicators related to sexual and gender-based violence was rolled out in the six Spotlight Initiative districts. This scorecard is an accountability and management tool that facilitates the systematic collection of data on quality, accessibility and availability of services and informs decision-making. As a means of increasing coverage, the Spotlight Programme partnered with other development partners to scale up the roll out of the revised scorecard to non-Spotlight Initiative districts. In connection with this roll out, the Spotlight Initiative team also heavily invested in workforce development in the health sector, particularly building capacity on these issues at the pre-service stage, as well as through continuing education and in-service training.

In **El Salvador, Malawi, Mozambique, Niger** and **Zimbabwe**, priority was given to building capacity and service delivery at the primary level of care. In **Liberia, Uganda** and **Mozambique**, the Spotlight initiative programmes supported inter-sectoral team building and trainings that targeted doctors, head nurses and officers of the Ministry of Health to improve health workforce supervision and mentoring. In **Liberia** and **Niger,** the Spotlight Initiative teams provided support to the Ministry of Health to ensure that sufficient health care providers trained in gender sensitive sexual assault care and examination were available at all times, either on location or on-call, in Spotlight Initiative districts. In **Liberia, Mozambique, Niger** and **Zimbabwe**, the Spotlight Initiative programmes provided operational and financial support to ensure that supplies and commodities were available for first-responders and that facilities were conducive to service delivery.

The “one-stop” service model

Credit: UN Women/Younghwa Choi

In 2019, the Spotlight Initiative set-up or supported 16 One-Stop Centre and 13 Mobile One-Stop Centres across programmes, including in **El Salvador, Honduras, Liberia, Mali, Mozambique, Niger, Nigeria, Zimbabwe**, and **Thailand**. One-Stop Centres offer medical, police, legal and psychosocial services all within one location, usually a hospital or a stand-alone centre. In these centres, the Spotlight Initiative programmes provided dedicated training and support for counsellors and service providers, particularly on topics such as couples counselling and HIV-related issues. Spotlight also provided specialized support tailored to the needs of child survivors to ensure the services were age-appropriate.

One-Stop Centres are a promising model for providing comprehensive care to survivors of violence against women and girls, including integrated rule of law response, and are run according to survivor-centred principles, ensuring confidentiality, respect, safety and security.

Across One-Stop Centres, different Spotlight Initiative teams operated in various settings and used varied methodologies based on the country context. In **El Salvador, Honduras, Nigeria** and **Mozambique**, the teams supported

stand-alone One-Stop Centres, which the Spotlight initiative programmes found to be more private and flexible than the hospital setting. Moreover, these stand-alone One-Stop Centres were located in areas where other health centres or hospitals were not easily accessible, which allowed the Spotlight Initiative to better engage underserved populations, such as women and girls in rural areas. However, in these centres, medical staff were not available 24 hours a day, and survivors sometimes needed to be driven and escorted to a health facility for services that were not available at the stand-alone centres, during which time evidence risked being lost.

Alternatively, in **Liberia, Mali** and **Niger,** Spotlight Initiative teams engaged with One Stop Centres in a hospital-based setting. At these One-Stop Centres, survivors benefited from having guaranteed medical staff on site at all times and more direct access to medical services, such as post-exposure prophylaxis (PEP) and antiretroviral drugs. However, the Spotlight Initiative found these One-Stop Centres did not offer the same level of confidentiality or dedication and availability of service providers as the stand-alone centres.

The Spotlight Initiative is aware that there is still limited evidence about the effectiveness of these approaches in all settings, particularly in areas that are not densely populated and particularly for women and girls who face intersecting forms of discrimination. Consequently, the Spotlight Initiative Secretariat worked closely with Spotlight Initiative teams to ensure that the results of these activities were appropriately assessed and monitored and that innovative solutions were applied wherever possible. In **Honduras** and **Mozambique,** the Spotlight Initiative teams developed "mobile one-stop-centres," which provided services to survivors at home, thereby expanding access to women and girls living in remote or less densely populated areas. With the support of the Secretariat, these Spotlight Initiative teams have closely monitored this innovative practice to assess whether it can be scaled up and replicated in other programmes.

The Spotlight Initiative supports Ciudad Mujer in El Salvador and Honduras

Spotlight Initiative programmes in El Salvador and Honduras support the innovative "one-stop shop" model of integrated service delivery for women. In both of these countries, the Ciudad Mujer centre, or Women's City, provides multiple services for sexual and reproductive health and violence against women and girls, including legal services and survivors' economic empowerment and employment in a coordinated facility accessible only by women. The Ciudad Mujer leverages existing public programmes and integrates services in a single location with its infrastructure, personnel, and

access to on-site child care and cafeteria facilities tailored specifically to women.

The Ciudad Mujer aims to increase the use of public services by underserved women and to improve the well-being of these women by lowering costs and improving quality of services. In all, 15 government agencies offer services at this centre, ranging from reproductive and natal healthcare and breast cancer prevention to business advice, job training and bank loans, all under one roof.

At the Ciudad Mujer, each survivor is examined and treated by a doctor and seen by a counsellor in a separate examination room, which protects privacy and confidentiality. If it appears that the victim will be in danger if she returns home, the doctor or counsellor arranges for her to go to an emergency shelter, if she wishes. If the patient chooses not to seek shelter, she can see a social worker who will inform her of her rights and of the services available. The patient is also encouraged to make a police report at the police unit based on the premises of the centre. In a case involving severe injury, the police see the patient in the health ward to record her statement and begin investigations.

In addition to providing medical, legal, and police services, the Ciudad Mujer employs social workers to provide entrepreneurship and vocational trainings to the patients, with the goal of providing an alternative source of income for women and girls who do not have the financial security to leave abusive relationships. The partnership with the Ciudad Mujer is critical to the Spotlight Initiative's work under this Pillar in El Salvador and Honduras.

Providing gender-based violence multi-sectoral services in hard-to-reach areas in Zimbabwe

In Zimbabwe, multi-sectoral services are available mostly at the provincial and district level, limiting the availability and accessibility of gender-based violence services for many groups of women and girls, particularly those living in rural areas. To fill this gap, the Spotlight Initiative team developed a mobile One-Stop Centre. This modified version of the static One Stop Centre model expanded access to gender-based violence services to the most vulnerable women and girls who are traditionally underserved, in line with the principle of leaving no one behind. The Spotlight Initiative piloted this mobile service in December 2019, with an official launch during the 16 Days of Activism Against Gender-Based Violence campaign.

In Zimbabwe, the provision of mobile, multi-sectoral services addressing gender-based violence has demonstrated some promising early results towards enhanced and timely access to a response to gender-based violence. In fact, through the mobile One Stop Centre, the Spotlight Programme provided **749 survivors (644 women and girls, 105 men) with access to services addressing gender-based violence in the initial pilot phase (December 2019)**. To ensure the service remained survivor-centred and to assess the feasibility of replication, the Spotlight Initiative team gathered inputs from beneficiaries, who provided positive feedback on the benefits of a mobile service, such as overcoming transportation barriers and fees. Due to the early success and high demand for this service, the team then replicated this model in 12 further districts.

In developing this mobile service, the Spotlight Programme engaged the Ministry of Women Affairs to provide overall coordination, given the involvement of multi-sectoral teams. The Spotlight Initiative team also mobilized a civil society organization that specializes in “edutainment”, as well as specialist community volunteers to enhance awareness of the service and increase service uptake among their communities. By involving these partners and spreading information about services, the mobile One Stop Centre has helped to provide a path forward to expanding service provision across communities in Zimbabwe.

Institution strengthening for improved service provision

A quality rule of law response that protects survivors and secures accountability for perpetrators is critical. Justice not only reinforces the rights of survivors, but also contributes to preventing future violence and changing social norms at the community level.

In countries supported by the Spotlight Initiative, only a minority of cases of violence against women are reported to the police, and an even smaller percentage of reported cases result in charges or a conviction against a perpetrator. Assessments conducted by Spotlight Initiative teams and partners indicate that, despite progress and improvements to the legal frameworks and justice systems in these countries, the police and justice sector's response remains notably deficient and often does not function at a level required to secure justice. In light of this, in 2019, Spotlight Initiative programmes worked to ensure that justice systems, and all actors within the system, acted on their obligations and provided a quality justice response to violence against women and girls.

As mentioned under Pillar 1, Spotlight Initiative teams have supported the review and reform of legal systems to ensure that the processes and procedures by which perpetrators are prosecuted are streamlined and include dispositions to guarantee the respect, safety and rights of the survivor. Under Pillar 4, in **Argentina, Mozambique** and **Zimbabwe**, teams particularly focused on civil law matters (such as personal injury claims and torts) and family law matters (such as divorce, child custody and maintenance issues), as well as access to justice to remedy rights violations. In **El Salvador,** the programme worked with partners so that, in cases where women choose not to pursue justice through the criminal system but rather decide to take action under civil law, these women do not face expensive and lengthy legal processes. The Spotlight Programme is also developing tools for civil and family courts to take into account a history of violence when deciding child custody and access. In **Argentina, Malawi** and **Zimbabwe**, the Initiative supported the justice sector to either establish or strengthen existing specialized units. These units included domestic violence courts, gender-based violence prosecution units, and domestic violence units composed of both police officers and social workers within traditional police forces. In **Liberia, Malawi** and **Mali**, the Spotlight Initiative programmes supported the provision of extensive legal aid services to survivors of violence with a focus on ensuring that women and girls not only know their rights but also are supported in navigating complex processes and procedures.

In addition to work on legal reform, the Spotlight Initiative undertook a wide range of capacity-building exercises in the justice and police sectors. These trainings focused on conducting investigations, prosecution and adjudication of violence against women, as well as specific information on service delivery. In **Honduras, Malawi, Mali, Nigeria, Niger** and **Uganda**, as well as throughout the countries covered by the **Safe and Fair Programme**, the Spotlight Initiative facilitated the training of embassy officials, police officers, custom officers, security and border control personnel, prosecutors, lawyers and judges on gender equality and violence against women and girls.

> *"The training allowed me to see the limits of our approaches. I understand now that we must always put ourselves in the shoes of the victim to understand his or her trauma. This workshop has improved our hearing techniques and it made us realize the need for complementarity between all the criminal justice workers".*
>
> -Testimony of a police officer following the gender-based violence training and hearing of survivors of violence. Niamey, Niger. November 2019.

Finally, in **Nigeria, Malawi** and **Mali**, the Initiative supported national hotlines for victims and survivors of violence as an integral approach for providing information, response and prevention services. The Spotlight Initiative programmes worked to ensure that these services could be offered 24 hours a day, throughout the country, toll-free, to ease the burden of accessing services as much as possible. In **Nigeria**, the Spotlight Programme created a confidential telephone hotline complemented by online chat, text messaging services, and a website. With support from the Spotlight Programme, highly-trained advocates provided crisis intervention and emotional support, information on resources and referrals to services.

Credit: Spotlight Initiative

Leaving no one behind in service provision

Reaching women who have been traditionally left behind in service provision has required Spotlight Initiative programmes to address the challenges of restricted access to essential services and public life at large. Studies[12] have shown that most women who encounter violence do not seek professional help, and women with multiple and intersecting barriers to access are even less likely to do so. Accordingly, service providers must recognize and respond to the unique and varied needs of women and girls.

Several Spotlight Initiative teams supported programme partners in delivering integrated services that addressed violence against women and girls in the broader context of women's lives and situations. By doing so, the Spotlight Initiative placed the experiences, voices and inputs of survivors of violence at the heart of its work to change policies and practices. In **Liberia, Niger, Malawi** and **Mozambique**, Spotlight Initiative teams supported the design and approval of gender-responsive policies on service delivery that included efforts to reduce social and operational barriers. These policies will ensure standardized quality of delivery and guarantee coordination in the delivery of essential services to women and girls who face multiple and intersecting forms of discrimination. **With the support of the Spotlight Initiative, five**

12 Weiss, Karen G. *Violence and Victims*, 2013 or Mengeling, Michelle A.; Booth, Brenda M.; Torner, James C.; Sadler, Anne G. *American Journal of Preventive Medicine*, July 2014 (among others).

countries developed strategies for increasing knowledge of, and access to, services for women and girls facing multiple and intersecting forms of discrimination.

In **Malawi**, for example, the Spotlight Initiative programmes partnered with HIV/AIDS clinics to integrate services addressing violence against women and girls into their pre-existing services, in line with the well-known linkages between violence against women and girls and HIV and AIDS. This integration helped ensure that the most vulnerable women could access appropriate essential services, including health-care, crisis centres, accommodation, and psychosocial counselling. The **Safe and Fair Programme** team coordinated with governments to provide specific protections for women in precarious legal situations, such as migrant women, who traditionally lack access to services and representation in the justice system. During the reporting period, the Safe and Fair Programme enhanced the capacities of **2,081** persons, from front-line service providers to members of women's rights organizations, autonomous social movements and civil society organizations, to coordinate service provision and address violence against women migrant workers.

In **El Salvador** and **Honduras**, Spotlight Initiative teams worked with governments and civil society organizations to develop activities that would deliver culturally and linguistically accessible rights-based education for indigenous women who often lack access to information. In **Argentina**, **Malawi** and **Mozambique**, the Spotlight Initiative invested in training service providers to respond to the specific needs of marginalized women and girls, including those with disabilities. Within this Outcome area, the Spotlight Initiative continues to gather analysis about the particular barriers to access essential services and the specific needs of women and girls who experience intersecting types of oppression.

Training in financial education with a gender focus for indigenous women in Jujuy, Argentina

In order to promote the economic autonomy of women from indigenous communities in the province of Jujuy, Argentina, the Spotlight Initiative team led a Training of Trainers session on teaching finance with a gender focus. Through this training process, the Spotlight Initiative supported the participation of 25 women in the workshop in the capital city of Jujuy. The Spotlight Initiative team not only built the capacity of these women but also provided a forum for them to build social capital and professional networks. Through this training, the Spotlight Programme also disseminated information on women's rights and assistance services addressing gender-based violence, a significant step forward, as indigenous communities often lack access to such information.

The Spotlight Initiative team designed this training in association with the Federal Government, the government of the province of Jujuy and a civil society organization. Together, the Spotlight Initiative and its partners selected women from indigenous communities on the basis of their leadership roles. In December, a detailed proposal for replication in women's communities was designed. New trainings will be implemented in 2020, likely in Salta and the province of Buenos Aires.

Outcome 5: Data

Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes

Quality disaggregated data is essential to understand the extent, nature, causes and consequences of violence against women and girls. Timely, reliable and comparable data – which, itself, depends on the development and use of appropriate methodologies as well as robust information management systems and reporting mechanisms – contributes further to the development of evidence-based policies and programmes. Data also promotes duty-bearer accountability: through its use, rights holders and others are able to monitor the extent to which policies are effective.

Although critical to eliminating violence against women and girls, comparative

data on violence in its multiple forms is often scarce and exact figures in many contexts are obscured or unknown owing to the use of different approaches, methodologies and definitions. Disaggregated data by intersecting forms of violence and discrimination is even less available and more challenging to capture.

Measuring prevalence and incidence requires diverse methodologies and data-collection methods. Surveys are primarily used for prevalence data (for example, the proportion of women exposed to violence during a specified period) while administrative data (for example, from service providers) can be used to measure incidence data (for example, the number of incidents or events during a specific period). While reliable, ethically sound methodologies have been developed, countries often face limited capacity, limited financial and human investments, and can be further hindered by political sensitivities and ideologies.

Under Pillar 5, the Spotlight Initiative has focused its support on the collection and use of quality, disaggregated and globally comparable data – in line with international standards – on different forms of violence against women and girls. The Spotlight Initiative has also supported partners in analysis, dissemination and use of disaggregated data for planning, policy formulation and budgeting on the prevention and elimination of violence against women and girls, and harmful practices at national and subnational levels.

Consultations, mappings and reviews

To ensure that Spotlight Initiative support is aligned with and responsive to local and national contexts, in 2019, consultations were held and groundwork laid across Spotlight Initiative countries with a range of partners, including government ministries, statistics offices, academic institutions, national institutes of statistics, and women's rights organizations. In **Honduras, Mexico, Argentina, El Salvador,** and within the **Latin America Regional Programme**, among others, constructive consultations and dialogue surfaced critical challenges in data collection, analysis and use – including in adapting methodologies to better capture intersectionality. With the landscape better mapped, and needs diagnosed, key opportunities to support the production of incidence and prevalence data became clear.

The Spotlight Initiative helped to develop the first violence against women prevalence and incidence survey in Argentina

In Argentina, through extensive mapping and consultations on existing initiatives on data collection, analysis and dissemination, the core of the Spotlight Initiative's strategy under this Pillar was formed. With the aim of improving the quality of information available for evidence-based decision-making, a roundtable – comprised of the Spotlight Initiative data taskforce, Instituto Nacional de la Mujer, the National Institute of Statistics and Censuses (INDEC) and an international expert financed by Eurosocial – **developed a set of complex instruments for the launch and implementation of the first violence against women prevalence and incidence survey in several Argentinian provinces**. A consistent demand of women's movements in Argentina, the survey will provide information on the prevalence of gender-based violence in different regions of the country, generating important data for the development of evidence-based public policies.

Capturing all forms of violence in data

Current statistics on violence against women and girls are often incomplete or underestimate the magnitude of the problem across regions. Specific forms of violence often go unreported or undetected or are ill classified by authorities. In 2019, numerous Spotlight Initiative programmes supported partners to ensure that all forms of violence are systematically captured, and subsequently addressed, including in **Mali** (where an action plan was developed to ensure the collection of a full range of data on violence against women and girls). In **Honduras**, for example, consultations revealed the need to reflect femicide within official data on violence, which paved the way for its inclusion within official statistics. In **Mexico**, dialogue with officials across sectors – including the prosecutor's offices and electoral and justice institutions – identified the need to develop a coherent conceptual framework to classify the various forms of violence, that, critically, integrates an intersectional perspective. A common framework with a clear classification is expected to improve political buy-in, ensure a standardized approach to the generation and use of data, and strengthen system interoperability. As a result, institutional capacity to monitor gender-based violence and provide targeted services for survivors is expected to improve.

By strengthening collection methodologies and capacities, Spotlight Initiative programmes have also contributed to improved administrative and prevalence

data (more readily providing an accurate picture of the range of forms of violence against women and harmful practices). In **Liberia**, a prevalence study conducted confirmed the widespread practice of female genital mutilation, and informed the development of the sexual and gender-based violence prevention strategy. Alongside the United Nations Economic Commission for Latin America and the Caribbean Gender Equality Observatory, Spotlight's **Latin American Regional Programme** brought together a range of experts and practitioners at a side event during the 2019 International Meeting on Gender Statistics in Aguascalientes. As a result, participants committed to the development of an indicator on femicide and harmonized administrative data collection (including its disaggregation) across the region through a single methodology. **With the support of the Spotlight Initiative, 86 per cent of targeted countries now have a system to collect administrative data on violence against women and girls and harmful practices, in line with international standards, across different sectors.**

Strengthened information-management systems on gender-based violence

Data on violence against women is often fragmented, diverse and unreliably collected. A key achievement in 2019 was the Spotlight Initiative's contribution to the establishment, strengthening and updating of management information systems across its programmes, including in **Niger**, **Nigeria, Malawi,** and **Mozambique.** Improved data-collection systems have also contributed to increased reporting. In **Nigeria,** for example, the Spotlight Initiative provided funding and technical support for the establishment of three databases to support data collection on gender-based violence on violence against women and girls.[13] Initial results suggest improved reporting of cases of violence against women and girls, and increasingly, quality data for decision making and project improvement at the subnational level. In **Uganda**, the Spotlight Initiative partnered with Pulse Lab Kampala to generate data on the perception of violence against women and girls in communities via an analysis of radio streaming community perceptions of violence against women and girls in Kampala, with the development of a real-time Gender Perception Dashboard initiated.

The Spotlight Initiative also supported mappings and technical reviews of information-management systems, the revision of confidentiality guidelines and information sharing protocols, and the development or enhancement

13 The databases are: (i) Gender-Based Violence Information Management System (GBV-IMS), (ii) Spot Proof database and the (iii) Child Protection Management Information System (CPIMS) roll-out in three Spotlight target states (Adamawa, FCT and Cross-river state).

of digital platforms and mobile phone technologies, with demonstrable improvements in real-time data, trend monitoring and analysis of cases of violence against women and girls. A Spotlight Initiative-supported Open Data Kit information system was provided to map available services addressing gender-based violence, including in **Liberia**, where real time data for survivors and at-risk groups has improved access to services. In **El Salvador**, together with the feminist organization ORMUSA, the Spotlight Initiative supported the Observatory on Violence against Women, a web-based digital platform that includes regularly updated data on violence against women, while in **Malawi**, a participatory review of the gender-based violence information management system was conducted, informing the upgrade of a web-based platform. Given the current absence of data-sharing protocols among sectors in **Malawi**, the upgrade is expected to improve data sharing and coordination across sectors, including the police, and facilitate a more coherent, evidence-based gender-based violence response across the country. In **Mozambique**, the Spotlight Initiative supported the development of InfoViolencia. A digital gender-based violence information management system platform, InfoViolencia contributed to improved management, analysis and use of data on violence, with 167 gender-based violence cases registered in 2019 alone. Improved coordination in response and referrals by institutions that respond to gender-based violence – such as health units (Ministry of Health), administration of justice (Prosecutors and Courts), and Centre for Victims of Violence (CAIs) – are consequently expected to further improve.

In **Honduras**, where important progress has been made in coordinating data across administrative levels the Initiative, together with various ministries – including the Judiciary and INAM – are currently supporting efforts to better connect local and national data (with an emphasis on data management at the municipal level). To improve interoperability, inventive options are being explored, including strengthening links in data management among essential service providers within municipalities, social oversight for municipal accountability, and local perception surveys. Improved interoperability is expected to further facilitate coordinated multi-sectoral actions.

Improved data disaggregation on violence against women and girls

Upholding the principle of leaving no one behind and non-discrimination, the Spotlight Initiative has contributed to improved disaggregation of data related to eliminating violence against women and girls to more readily reflect the full diversity of women's and girls' intersecting identities. The initiative worked to raise awareness on the usefulness of gender data and supporting the development of gender indicators, as well as strengthening the capacity

of national actors and structures to produce disaggregated statistics by age, sex, location, socio-economic status and disability on violence against women and girls and harmful practices.

Legend
Milestone 1
Year 1 = Milestone 1
Year 1 > Milestone 1
Year 1 did not achieve Milestone 1

Countries with national statistics related to VAWG/HP incidence and prevalence which are disaggregated by...

	Argentina		El Salvador		Latin America Regional Programme		Malawi		Nigeria		Uganda		Zimbabwe	
	Milestone 1	*Year 1*	*Milestone 1*	*Year 1*	*Milestone 1*	*Year 1*	*Milestone 1*	*Year 1*	*Milestone 1*	*Year 1*	*Milestone 1*	*Year 1*	*Milestone 1*	*Year 1*
1) income	☐	☐	☐	☑	☐	☐	☐	☐	☐	☐	☐	☑	☑	☑
2) Sex	☑	☑	☑	☑	☑	☑	☐	☐	☑	☑	☐	☑	☑	☑
3) Age	☑	☑	☑	☑	☑	☑	☑	☑	☐	☑	☐	☑	☐	☑
4) Ethinicity	☑	☑	☐	☐	☐	☐	☐	☐	☐	☐	☐	☑	☐	☐
5) Disability	☑	☑	☐	☑	☐	☐	☐	☐	☐	☐	☐	☑	☐	☐
6) Geographic Location	☑	☑	☑	☐	☑	☑	☑	☑	☑	☑	☐	☐	☑	☑

In **Niger**, for example, a gender indicator kit, data-collection plan, and schedule (with responsible stakeholders) was developed through the engagement of a diverse range of stakeholders. Moving forward, further disaggregation across categories will be supported. The **Safe and Fair Programme** initiated its work towards ensuring sex-disaggregation of labour migration statistics in ASEAN, raising awareness on the importance of sex disaggregated data to stakeholders across nine countries in the region (**Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Thailand** and **Viet Nam**).

In addition to disaggregated data on violence against women and girls, the Spotlight Initiative also supported the disaggregation of sexual and reproductive health and rights data more broadly, including in **Uganda**. To address data gaps at subnational levels, the Spotlight Initiative facilitated a review of the Community Information System survey tools to holistically integrate questions on violence against women, harmful practices and sexual and reproductive health and rights. A qualitative module to understand the impact of prevention approaches, social and gender norms, attitudes, perceptions and beliefs on violence against women and sexual and reproductive health and rights was introduced as well. With a successful pilot completed, roll-out will continue in seven target districts.[14]

14 With other donor funding, a nationwide survey was commissioned to establish quality data on prevalence and incidence of violence against women and girls, violence against children and harmful practices. It's anticipated that this survey will provide analytics for monitoring and reporting on Sustainable Development Goal 5 and related Sustainable Development Goal targets to inform evidenced based decision-making.

Strengthened capacity to collect, analyse and use data on violence against women and girls

Data analysis, use and dissemination, including among ministries and to the public, often remain inadequate. Spotlight Initiative programmes have contributed to:

- the creation of a survivor-centred approach for data collection in the context of service provision
- a strengthened multi-sectoral coordination on the data management of violence against women and girls, sexual and reproductive health and rights and harmful practices
- the generation of relevant quantitative and qualitative data and information on violence against women and girls, sexual and reproductive health and rights and harmful practices, including data on prevalence, incidence, behaviour, norms and attitudes
- the increased availability of data for monitoring and reporting on the Sustainable Development Goals

Across programmes, including in **Uganda** and **Malawi**, the Spotlight Initiative has supported statistical offices and civil society organizations, among others, to analyse existing data sets, develop policy briefs, statistical abstracts, and profiles on violence against women and girls and harmful practice, with improved monitoring of violence against women and girls indicators (Sustainable Development Goal 5.2 targets). Informed decision-making, and evaluations of public policies is an upshot of this support.

Data collection was also integrated into community conversations on perceptions of violence against women and girls and access to services, privileging the voices and experiences of rights holders and those directly impacted by violence. In **Malawi**, conversations around sexual and gender-based violence and harmful practices were initiated via U-Report, periodically capturing community perceptions on harmful practices and the quality of services addressing sexual and gender-based violence. Nearly 25 per cent of all community respondents reported inaccessible services (services were not near them) and over a quarter noted a lack of trust of the police given, among other things, poor response times. This information will subsequently inform programming to ensure greater alignment with community needs.

The Spotlight Initiative has also advocated for realistic budget allocations, including in **Niger**, in order to support widespread dissemination across

Government to inform laws, policies and programmes, and the public at large. Further, the Spotlight Initiative has worked to support the capacity of feminist and women's rights organizations to collect, analyse and use data, including to monitor and evaluate public policies. In **El Salvador,** for example, the Spotlight Initiative worked with feminist organizations to strengthen their ability to use data, including data specifically related to response and the provision of services to survivors, bolstering the ability of activists to hold duty bearers accountable. Moreover, through this partnership, the Spotlight Initiative supported the monitoring and evaluation of public policies on violence against women and girls, as well as the quality of services for women experiencing violence.

The Spotlight Initiative's Latin America Regional Programme has contributed to the launch of a multi-dimensional research study

The Spotlight Initiative's programmes have contributed to supporting research on intersecting forms and status of discrimination. As an example, the Latin America Regional Programme has launched a multi-dimensional research study that assesses various scenarios of risk and social vulnerability across intersecting categories and experiences. Under a common conceptual framework, the report will examine the interconnected nature and impact of intense migration flows, the livelihoods of migrant women, the sustained presence of organized crime, structural poverty, and multiple exclusions on violence against women and girls and femicide. Bringing to light the impact of trends in social vulnerabilities often not studied together, the report aims to better (and more completely) inform public policy measures across the region on femicides and reduction of risk among more vulnerable groups of women.

Credit: Spotlight Initiative

Outcome 6: Women's Movement and Civil Society

Women's rights groups, autonomous social movements and civil society organizations, including those representing youth and groups facing multiple and intersecting forms of discrimination or marginalization, more effectively influence and advance progress on gender equality and women's empowerment as well as eliminating violence against women and girls

From the inception of the Initiative, progressive organizations, including feminist and women's rights organizations and movements, called for a radical engagement with civil society that would support transformative change in gendered power relations, advance efforts to eliminate violence against women and girls and achieve gender equality more broadly. The commitment and sustained engagement of these organizations led to the expansion of the

Spotlight Initiative's theory of change in 2017, with an additional Outcome dedicated exclusively to supporting autonomous civil society organizations and, particularly, grassroots organizations and women's rights and feminist organizations and movements. Outcome 6 has a budget allocation of 12% of all active programme in 2019, fulfilling the Spotlight Initiative's commitment to ensuring this outcome is meaningfully resourced to support the women's movements and mobilize civil society.

Supporting diverse civil society organizations to amplify work on eliminating violence against women and girls

In 2019, under this Pillar, Spotlight Initiative programmes engaged with a wide range of civil society organizations, privileging engagement with organizations representing diverse groups facing multiple and intersecting forms of discrimination and violence, grassroots and local organizations, and feminist advocates and activists. By partnering with these organizations, the Spotlight Initiative aimed to shift the balance of power from international civil society organizations to national and, in particular, local and grassroots organizations. In doing so, the Spotlight Initiative programmes worked to strengthen movement building, capture and reflect particular forms of knowledge and experience, and expand reach to those often marginalized, as well as those directly impacted by violence. Substantial progress was also made in identifying and connecting diverse networks and constituencies that advance and represent rights of diverse groups of women and girls, including progressive faith-based leaders (in the case of El **Salvador and Niger,** for example), further facilitating cross-movement linkages. Through the Spotlight Initiative's support, in 2019 alone, **women's rights organizations, autonomous social movements and relevant civil society organizations reported having greater influence and agency to work on eliminating violence against women and girls in 37 per cent of targeted countries.**

Mapping the civil society organization landscape

Mappings of relevant organizations and networks were conducted jointly with civil society to build upon and strengthen existing initiatives, amplify critical grassroots knowledge, and ensure cross-learning and dialogue, including in **Mozambique, Honduras, Mali, Argentina, Niger** and **Mexico**. In **Argentina**, for example, organizations working with women farmers, indigenous women, girls and adolescents, migrants, transgender women, and women with disabilities were identified to lay the foundations for deeper coordination between groups. Similarly, in **Niger**, a mapping of civil society organizations constituted the basis of a dialogue with Government, development partners and civil society, and supported improved coordination across sectors.

Through these mappings, the Spotlight Initiative has contributed to the establishment of more robust civil society platforms across countries. In **Mozambique**, for example, the Spotlight Initiative successfully contributed to the establishment or revitalization of 14 civil society platforms at district level. By strengthening these platforms, knowledge on existing legislation and accountability mechanisms for violence against women and girls and early marriage was deepened, as was civil society's capacity. In the case of **Mozambique,** these platforms jointly denounced 26 cases of gender-based violence.

Knowledge hubs and platforms

As in **Mozambique**, the Spotlight Initiative contributed to the development of knowledge hubs and advocacy platforms across programmes, including in **Zimbabwe, Uganda, Nigeria,** and **Niger**. These platforms improved the sharing of reliable information and real time data. Linked holistically to other Spotlight Initiative Pillars, the information and knowledge shared in the hubs directly contributed to and strengthened interventions in other Spotlight Initiative Outcome areas, including Spotlight Initiative's work on laws and policies (Pillar 1). Through the exchange of information on digital platforms, dialogue, advocacy, and social-norm changes were promoted, as illustrated in **Mozambique** through the Consortium Against Sexual Violence website.[15] This Consortium was formed for the first time in Mozambique, bringing together seven national and grassroots civil society organizations. A request of civil society directly, the Spotlight Initiative's contribution to these platforms has been shown to further facilitate the work of civil society organizations in eliminating violence against women and girls.

Platforms also served as spaces for intergenerational mentorship. In **Niger, Nigeria,** and **Uganda** as well as through the **Safe and Fair Programme,** among other programmes, the Spotlight Initiative supported intergenerational dialogues and mentorship of young women, including those from marginalized groups, to enhance their engagement and dialogue with women's movements. In **Niger**, a "Platform of Women Leaders of Niger (PFLN)" supported intergenerational dialogue between women and young leaders with varied social backgrounds, while in **Uganda**, through the African Women Leaders Leadership Institute (AWLI) Mentorship Programme and the Uganda Network of Young People Living with HIV and AIDS (UNYPA), an inventive platform (Y+ Beauty Pageant) was supported. The platform brought together young people living with HIV to challenge negative social norms, stigma and discrimination,

15 Consortium Against Sexual Violence

which often undermine access to services. The 2019 Y+ champions have engaged with district leaders and adolescents, expanding their message and challenging harmful stereotypes to ensure more equitable access to services.

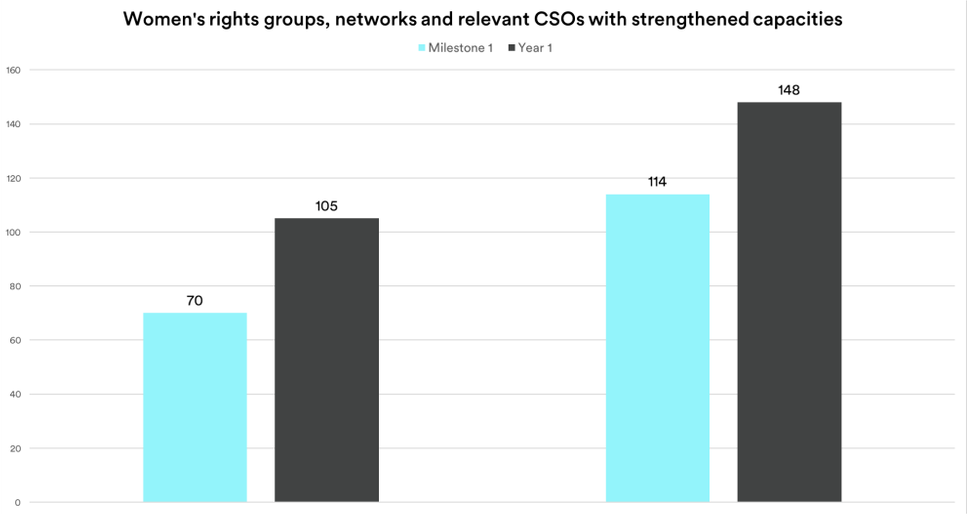
Mentorship platforms for foster deeper networks of women's rights groups in Nigeria

In Nigeria, the Spotlight Initiative, in collaboration with civil society networks, established a mentorship platform for women's rights advocates and younger women's human rights defenders to integrate coalitions and foster deeper networks of women's rights groups. An intergenerational dialogue was held to discuss mentoring, intergenerational learning, and broader support. Five young women were sponsored to attend the Women in Successful Careers (WISCAR) "I do not walk alone" conference, hosted in Lagos, Nigeria in November 2019. The five young women connected and networked with older women, and reported a sense of fostered community. By supporting networking and strengthening intergenerational dialogue, the Spotlight Initiative's work contributed to movement building for more sustainable efforts to eliminate violence against women and girls.

Organizational strengthening and movement building

In 2019, the Spotlight Initiative reinforced the **institutional capacity and organizational strength** of civil society organizations across programmes, engaging with feminist advocates, women human rights defenders, and civil society organizations at all levels.

In multiple programmes including in **Uganda** and **Zimbabwe,** the Initiative contributed to mapping relevant organizations, including women's rights and feminist organizations, and identifying capacity building needs. In **Uganda**, for example, the Spotlight Initiative partnered with the National Union of Women with Disabilities of Uganda (NUWODU) on capacity building efforts, ensuring relevance to, and alignment with, the expressed needs of those living with disabilities.



Based on mapping exercises, Spotlight Initiative programmes provided institutional support across organizational functions and processes. In **Zimbabwe**, for example, the Initiative trained and deployed 38 Innovators Against Gender-Based Violence to work with community-based organizations to strengthen gender-based violence and sexual and reproductive health and rights programme capacities for design, administration, knowledge management, monitoring and evaluation and networking. Similarly, in **Uganda**, the Spotlight Initiative funded a study on the status of the women's movement, which subsequently informed the design of partner trainings, including on women's movement building and feminist principles. Drawing on the trainings, partners were supported to conduct research and analysis,[16] and create music, documentaries,[17] and advocacy tools; these artistic tools were further cascaded to local and community-based groups to strengthen their capacity. Leadership and advocacy skills were bolstered as an additional upshot of institutional building. **Overall, with the support of Spotlight Initiative programmes, 105 women's rights groups, networks and relevant civil society organizations received capacity strengthening support from the Initiative to network, partner and jointly advocate for progress on eliminating violence against women and girls at local, national, regional and global levels. A total of 148 women's organizations were supported to design, implement, monitor and evaluate their own programmes on eliminating violence against women and girls.**

16 The Uganda Women Parliamentary Association (UWOPA) prepared an analysis of the Government Succession Bill 2019 versus the Private Members Bill 2018 and engagement strategy on pending gender equality bills.

17 The National Association of Women's Organizations in Uganda (NAWOU) profiled cases of 17 survivors of rape who were forced out of school in Kitgum District.

The activism of women's rights organizations, autonomous social movements and civil society organizations, including those representing groups facing multiple and intersecting forms of discrimination, is at the core of efforts to end violence against women and girls and harmful practices. Facilitating collaboration and networking, knowledge exchange, and organizational capacity building, the Spotlight Initiative worked across programmes – including in **Zimbabwe, Malawi, Mozambique, Uganda, Honduras** and **Argentina** – to strengthen movement building and lay the groundwork for cross-movement collaboration. Mobilizations raised awareness of social norms and harmful practices that lead to violations of women's rights and of their sexual and reproductive health and rights, with indicative evidence of initial shifts in attitudes across several Spotlight Initiative programmes. **In 75 per cent of targeted Spotlight Initiative countries, women's rights organizations, autonomous social movements and relevant civil society organizations report an increased coordinated effort to jointly advocate on eliminating violence against women and girls, thanks to the Spotlight Initiative.**

For example, through both in-person and online community outreach, the **Safe and Fair Programme** supported further networking of women migrant domestic workers in **Malaysia** and **Indonesia**.[18] Preliminary indications suggest that self-confidence among women migrant workers grew, with many assuming roles as organizing leaders. Through community dialogues with other domestic workers, organized domestic workers challenged harmful social norms and gender stereotyping. The Initiative supported a scale up of efforts and facilitated the engagement of new community-based organizations for eliminating violence against women and girls.

18 Per Spotlight Initiative Indicator 3.2, community advocacy platforms are established or strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns. They promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities.

Launch of first young feminist network (YFN) in Malawi

In Malawi, the Spotlight Initiative made important progress supporting the launch of the first young feminist network. Comprising young Malawian feminists, the young feminist network aims to facilitate intersectional and intergenerational dialogue on gender equality and eliminating violence against women and girls.

Focused on empowering young women and men to play a role in advocating for human rights and social justice in general, the network aims to contribute to the larger women's movement in advocating for ending violations of women's rights. As youth make up approximately 66 per cent of the Malawian population, the network leverages this potential, already having given voice to marginalized populations; for example, hundreds of University students were mobilized to expose the existence of a rape culture among the student body. As the network further deepens and consolidates its work, it is expected to foster further movement building across the country.

The Spotlight Initiative was also able to reach lesser-known, small and grassroots organizations by engaging around special events or international campaigns – such as the 16 days of Activism Against Gender-Based Violence. In **Honduras**, for example, during commemorative events around the 16 Days of Activism, together with Honduran Collective of Women Filmmakers, the Spotlight Initiative worked to support networks of organized women at local level and municipal authorities to develop alternative approaches to communicating on gender-based violence through art (murals and film-forums). More than 500 indigenous women, Afro-descendants, maquila workers, students and women survivors of violence were engaged in filmmaking on the prevention of gender-based violence, strengthening dialogue and linkages among diverse groups.

Funding for civil society, including specifically feminist and women's rights organizations

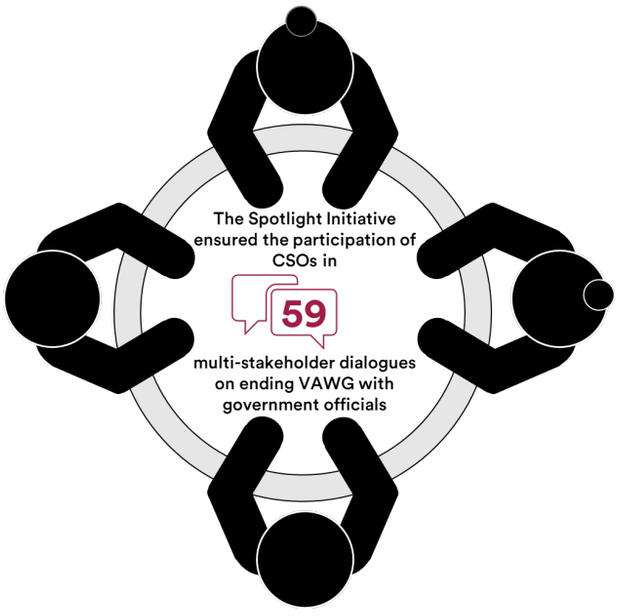
While the importance of civil society in transformative change is often rhetorically supported, funding often lags the rhetorical commitment. Crucial for sustained activism and movement building, the Spotlight Initiative aimed to scale up core funding to organizations at the forefront of eliminating violence against women and girls, including particularly women's rights organizations, and grassroots community-based organizations. In 2019, by partnering with

two UN funds – the UN Trust Fund to End Violence Against Women and the Women's Peace and Humanitarian Fund – the Spotlight Initiative aimed to support women's movements and deepen investment in, and improve outreach to, local and grassroots organizations.

Calls for proposals launched in 2019 in **Africa** and **Latin America** focused on strengthening women's movements. To strengthen coalition building, the calls encouraged partnerships between civil society organizations with a focus on supporting self-identified women's rights, women-led and small organizations.

Engagement within official policy processes and accountability mechanisms

Historically and presently, diverse feminist, women's rights and social justice movements have been at the forefront of progressive change, challenging intersecting supremacies (including colonialism, racism, sexism, able-ism and neoliberalism, among others) and imagining alternatives. In 2019, the Spotlight Initiative supported the coordinated efforts of civil society organizations to end violence against women and girls, including on laws and policies, through participation in official dialogues and processes, and via shadow reports and accountability mechanisms. **With the support of the Spotlight Initiative, 59 official dialogues were held in nine countries, with relevant government authorities with the meaningful participation of women's rights groups and relevant civil society organizations, including representatives of groups facing multiple and intersecting forms of discrimination.**



The Spotlight Initiative supported civil society across programmes, including in **El Salvador, Uganda, Zimbabwe, Nigeria** and **Mozambique** in advocating for and advancing gender equitable legislation, polices on women's human rights defenders, and the development and monitoring of national actions plans. In **Uganda**, for example, through the sustained engagement of the women's movement, several new bills advancing gender equality were successfully introduced including on marriage, inheritance and domestic violence. One bill – the Sexual Offences Bill – was sent back for redrafting due to several amendments proposed by civil society to strengthen protections from sexual harassment and child marriage, address issues of consent, and remove the requirement for corroborative evidence in cases of sexual violence.

Through Spotlight Initiative-supported training on accountability mechanisms, women's rights groups, among others, were better supported to engage with social accountability mechanisms and influence approaches for the prevention and response to violence against women and girls and gender equality more broadly. In **Zimbabwe**, the Spotlight Initiative supported engagement and coordination on shadow reports on the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the Beijing Platform for Action (Beijing +25) and the Commission on the Status of Women (CSW). Similarly, in **El Salvador**, activities to strengthen the capacity of organizations to monitor and follow-up on compliance with the recommendations of international mechanisms for the protection of human rights, were carried out. Under the leadership of CEMUJER – a civil society organization advancing the rights of women, children and adolescents in El Salvador – in partnership with the Latin American and Caribbean Committee for the Defence of Women's Rights (CLADEM) of El Salvador, the Spotlight Initiative contributed to strengthening the ability of civil society organizations to monitor and hold duty bearers accountable for international human rights commitments.

Through its work on ending violence against migrant women and girls, the **Safe & Fair** Programme also seeks to amplify women's voice and agency through rights-based approaches and broad engagement of stakeholders.

Safe and Fair: Addressing violence against women upholding the principle of "leaving no one behind"

The regional programme "Safe and Fair" is implemented in Brunei Darussalam, Cambodia, Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam. Its overriding objective is ensuring that labour migration is safe and fair for all women in the ASEAN region through addressing women migrant workers' vulnerabilities to violence and trafficking, strengthening rights-based and gender-responsive approaches to violence against women and labour migration governance, and supporting access to essential services.

Key highlights for 2019:

- **Law reform:** Enhanced quality through technical support to 19 legal and policy instruments providing inputs so that they are gender-responsive and survivor-centred
- **Capacity building:** Enhanced capacities of 2,081 persons from front-line service providers, women's rights organizations, autonomous social movements and civil society organizations on violence against women
- **Organizing and networking:** Organized 235 women migrant workers into workers' unions, associations, peer networks and community advocacy platforms
- **Quality essential service and information provision:** Provided 8,687 women migrants with increased knowledge of, and access to, support initiatives, including psychosocial, health, social or legal services, information on safe and fair migration and skills certification
- **Research and data:** Produced and disseminated 20 knowledge products to inform evidence-based decision making
- **Changing knowledge and attitudes:** Reached 1,276,471 members of the public through public outreach initiatives
- **Civil society organization engagement:** Engaged with 67 civil society organizations throughout ASEAN
- **Laws and policy:** Enhancing women migrant workers' agency through gender-sensitive legal frameworks and policies

Stronger legislative and policy frameworks on migration and on violence against women increase women migrant workers' access to complaints mechanisms and social protection benefits, improve their legal protections and access to assistance and justice available for when they are affected by violence, abuse and exploitation.

During the reporting period, the Safe and Fair Programme provided technical support to Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines and Viet Nam. Each of these countries is in the process of developing or revising its laws, policies and regulations on labour migration and on eliminating violence against women to ensure that concerns of women migrant workers are properly reflected. Safe and Fair is also working with the Government of Thailand to strengthen laws covering sexual harassment at work. In Cambodia and Lao PDR, Safe and Fair provided technical support and contributions to ensure that national strategies and action plans are gender-responsive and survivor-centred. As a result, specific outputs and indicators focused on violence against women migrant workers have been identified and included in the respective national action plans.

Institutional strengthening and capacity building on law development and implementation and coordinated quality service provision

During the reporting period, the programme developed four training modules to strengthen the capacity of front-line service providers and government officials to deliver coordinated quality services to women migrant workers subject to violence, harassment and abuse. These tools have been used for national level capacity building across ASEAN countries to advance a quality standard framework for service provision. Linking eliminating violence against women and girls, migration, and trafficking, the training materials build knowledge on eliminating violence against women migrant workers and effective coordination across sectors both in countries of origin and destination. In addition, Safe and Fair supported national institutions to build gender-responsive training tools in Cambodia, Indonesia, Myanmar and the Philippines.

Overall, Safe and Fair enhanced the capacity of 2,081 persons from front-line service providers, women's rights organizations, autonomous social movements and civil society organizations on women migrant workers' rights and skills, quality and coordinated service provision to

address violence against women migrant workers. These include 1,247 government service providers and 281 representatives of women's rights organizations and groups representing those facing multiple and intersecting forms of discrimination.

Finally, Safe and Fair hosted a series of inter-regional meetings bringing together governments, employers and workers representatives, women migrant worker leaders and civil society organizations as well as international development and United Nations agencies to exchange knowledge, experience and good practices on labour migration governance, violence against women migrant workers and other forms of discrimination. These meetings contributed to identifying specific bottlenecks and institutional gaps to prevent and respond to violence against women migrant workers.

Quality essential services for women migrant workers

Safe and Fair has partnered with governments, civil society organizations and trade unions to provide services to women migrant workers and their families through Migrant Worker Resource Centres in Cambodia, Lao PDR, Malaysia, Myanmar, Singapore and Thailand. Gender-sensitive migration information, including risks of violence and trafficking and rights during migration, was provided to women migrant workers in Indonesia, Lao PDR, Malaysia, Myanmar, Singapore, and Thailand.

During the reporting period, Safe and Fair provided 8,687 women migrants with psychosocial, health, social or legal services, information on violence against women and skills certification fostering their agency and empowerment through their decision to migrate. By the end of the year, implementing partners were able to increase knowledge of and access to support services for 1,251 women migrant workers (out of a total of 1,734 migrant workers and their families).[19] These included legal aid, counselling, peer support meetings, and outreach and information dissemination activities.

"*With the Safe and Fair Programme now women migrant workers know who to contact in case of violence. Information makes women migrant*

19 Note that the figure of 8,687 women migrants is inclusive of the 1,251 women migrants from whom knowledge of and access to support services increased.

workers safer when they migrate and live abroad, and when they return home." – Normita Tena, Vice President of United Domestic Workers of the Philippines

"*When we work together, we can be more effective. Building networks in the region will be beneficial for women on the move.*" – Mr. Cherdsak Hiransirisombat, Deputy Attorney General, Office of the Attorney General, Thailand

Shifting negative attitudes and behaviours toward women migrant workers

During the reporting period, Safe and Fair provided platforms for shining a spotlight on the issue of violence, abuse, harassment and exploitation faced by women migrant workers and brought visibility to the Spotlight Initiative and the EU-UN partnership in Asia.

The outreach of Safe and Fair through mainstream and social media has enabled it to stay connected with its target stakeholders and reach the public at large. During the reporting period, Safe and Fair organized seven campaigns to change knowledge, attitudes and behaviours towards women migrant workers and violence against women migrant workers, including harmful social norms and gender stereotyping, reaching 1,276,471 members of the public. The programme led frequent social media outreach activities, both at regional and national levels, to address knowledge gaps and negative attitudes towards women migrant workers and to ensure discussions on violence prevention and trafficking are brought into the spotlight.

In conjunction with the Asia-Pacific Ministerial Conference on the Beijing +25 Review and the 16 Days of Activism Against Gender-Based Violence, Safe and Fair released an online and offline photographic and storytelling exhibition called "Extraordinary Women: Journeys Out of the Ordinary" during the 16 Days of Activism against Gender-Based Violence. The artistic and interactive exhibition featured 16 stories of courageous women from Indonesia, Myanmar and the Philippines. In 2019 the exhibition reached more than 14,133 online viewers on Facebook and 30,084 impressions on Twitter. The exhibition was locally launched in Thailand and Indonesia during the 16 Days of Activism.

Chapter 5: Trends and Focus of Forthcoming Programmes

5.1 Overview

This chapter describes the Spotlight Initiative Programme development process undertaken in 2019 and the trends and focus of the approved forthcoming programmes. Much of 2019 was dedicated to the development of new Spotlight Initiative programmatic interventions in three new regions, namely **Central Asia**, **the Caribbean** and **the Pacific**. This chapter opens with a reflection on lessons learned from Spotlight Initiative programming in Latin America and Africa in 2018, describing how these lessons shaped the development process for Central Asia, the Caribbean, and the Pacific. The chapter then discusses the Spotlight Initiative programme development process, highlighting its participatory and multi-stakeholder process of engagement. Following this discussion, the chapter provides an overview of the types of violence that women face in the three regions covered, followed by a presentation of overarching cross-programming trends. As part of the Spotlight Initiative's commitment to civil society development and Pillar 6, the forthcoming work of two funds, the United Nations Trust Fund to End Violence against Women and the Women's Peace and Humanitarian Fund, in Latin America and Africa is also summarized.

5.2 Building on Lessons Learned

The Spotlight Initiative Programme development process was informed by key lessons learned from programming in Latin America and Africa in 2018. These lessons ranged from leveraging governance structures to adjusting programme design processes, and they contributed to the development of high-quality programmes on eliminating violence against women and girls, in line with both the Spotlight Initiative's key principles and the UN reform.

Before launching the programme design process for the three new regions, the Spotlight Secretariat conducted a meta-analysis of Latin America and Africa programmes from a technical point of view. The objectives of this exercise were to identify trends across programmes and to compile innovative approaches and promising practices to help shape the programmes in Central Asia, the Caribbean, and the Pacific. This analysis led the Secretariat to revise its Technical Guidance on the Initiative's six pillars, with refined suggested

interventions as well as the latest evidence base, for Spotlight teams to use as a reference. This exercise also included needs assessment surveys and led the Secretariat to fill certain technical gaps, particularly regarding the application of the "leaving no one behind" principle. As this principle was found to be generally too theoretical in programme documents, the Secretariat provided additional guidance, tools, and resources to support programme teams in applying this principle on the ground. Additionally, the Secretariat, along with core and technical UN agencies in New York, conducted a series of learning webinars on this principle, as well as on effective, ethical programming and the adaptation and scale-up of social norms programmes for the prevention of violence against women and girls. Teams from all five Spotlight Initiative regions participated in these webinars to exchange promising practices, learn from technical experts and share knowledge on this area of work.

This meta-analysis also included a review of programmes' governance and accountability structures in Latin America and Africa, which highlighted the critical role played by UN Resident Coordinators and their responsibilities in terms of programme content and quality. This review demonstrated the importance of ensuring that appropriate technical support and advice on ending violence against women and girls is provided to Resident Coordinators, to guide their decisions and ensure technical coherence of the programme. This lesson led the Spotlight Secretariat, in consultation with the European Union, to strengthen key programme management principles provided to UN teams to ensure that appropriate structures would be set up within each programme. Consequently, all programmes in Central Asia, the Caribbean, and the Pacific now include a designated Recipient UN Organization responsible for technical coherence and quality. This agency works with the other Recipient UN Organizations and other UN partners to ensure that the Spotlight Initiative country programme is of high-quality, aligned to the Theory of Change and country results framework, adheres to known best practice, and supports innovation. Moreover, this designated agency is responsible for providing strategic thinking to specific pillar elements and ensuring that actions under each of the six pillars are aligned with, complement and build on actions across other pillars. As a result, programme design in the three new regions has been considered more comprehensive and efficient.

In 2019, the Secretariat also conducted a series of consultations with programme teams, along with an anonymous survey and videoconferences, to gather feedback on the programming process. Exchanges were also organised with the European Union, UN agencies, prominent civil society groups and a wide range of partners who were involved in the implementation of the

Initiative. After assessing the feedback received during these exchanges, the Secretariat proposed adjustments to streamline programme design processes and approval procedures, strengthen technical guidance and refine strategies to better address, prevent or mitigate complexities for the new programmes in Central Asia, the Caribbean, and the Pacific.

Moreover, the Secretariat worked actively with its European Union counterparts to revise the development guidance and various programme development templates to lighten the development process for forthcoming programmes. For example, early programme outline reviews by the Secretariat that teams considered too heavy were replaced by a more integrated dialogue between UN teams and the Secretariat in the first weeks following the selection of the country. In addition, the Secretariat set up a Repository of Capacity Development Resources on Eliminating Violence Against Women and Girls. This repository provided Spotlight teams with resources on designing strong capacity development initiatives as well as sample country programme documents, budgets, and Terms of References for the programmes to use as a guide. The Spotlight Initiative programmes used this repository to facilitate exchange and cross-pollination of ideas across all five regions. As a result, teams across the new regions adapted their programming and made great efforts in integrating sound and innovative approaches on eliminating violence against women and girls.

In addition, the Secretariat organized regional induction workshops[20] to kick-start the programming process in the three new regions, bringing together UN officers from key technical agencies and representatives of Resident Coordinator's Offices in selected countries. As these workshops offered an important opportunity to enhance the capacities of Spotlight teams, they were crucial to improving the quality of the first drafts of programme documents and budgets. These workshops also allowed the Secretariat to analyze the respective contexts and existing relationships with important stakeholders of the programmes and to develop mitigating strategies where necessary.

Based on the lessons learned, and in support of continuous learning and evidence-based programming, the Secretariat also strengthened its knowledge management efforts to support the teams in Central Asia, the Caribbean, and the Pacific. The Secretariat curated and shared lessons learned with the new regions and created monthly newsletters with relevant guidance and resources. The Secretariat worked to build the evidence-base

20 Three workshops were organized in Suva, Fiji, covering the Pacific region (June 2019), in Kingston, Jamaica, for the Caribbean region (June 2019) and in Astana, covering Central Asia and Afghanistan (September 2019).

on eliminating violence against women and girls and to facilitate the exchange of experiences and uptake of good and innovative practices among teams. The Secretariat also rolled out the global community of practice (COSI) and a knowledge management focal points network, which has been critical to ensuring continuous and collective learning among teams. Based on the lessons from 2018, the Secretariat also set up a virtual library, a one-stop place for all countries to easily access the Secretariat's resources and manage country folders.

Finally, the engagement with civil society from the inception of Spotlight helped inform new programming and to course correct existing programmes. Based on lessons from Africa and Latin America, new programmes were informed early on to include budget lines in programme budgets to support and adequately resource both the work and logistics of their programme's Civil Society Reference Group. The Secretariat held quarterly meetings with Spotlight teams on civil society engagement, which allowed colleagues to exchange lessons, challenges and opportunities. Moreover, Spotlight teams produced and shared templates and tools to support the establishment and management of the Reference Groups, such as example codes of conduct, calls for nominations, and work plans. The advocacy of women's rights activists came to fruition when civil society was granted a full and equal representation in Spotlight's governance structure, namely the Operation Steering Committee and Governing Body, which also enabled Spotlight to further align civil society engagement with its core principles. Additionally, the need for guidance on how to align the Spotlight Initiative's civil society investments, with its key principles of national ownership and inclusivity, led to the development of the Grassroots Action Plan. This plan provided recommendation and good practices on inclusive and innovative partner selection processes, involving joint call for expression of interests and institutional capacity building of grassroots organizations.

5.3 Country and Regional Programme Development Process

Following the approval by the Operational Steering Committee of the Investment Plans and funding allocations for Central Asia, the Caribbean and the Pacific in 2019, country and regional programme documents were developed in close collaboration with the European Union Delegations. As detailed in the Asia Investment Plan, the Spotlight Initiative has focused its investment and programming efforts in Central Asia, based on the region's

levels of gender inequality, changing political and social landscape and limited human, technical and financial resources required for the implementation of programmes on eliminating violence against women and girls. The Spotlight Initiative Secretariat worked closely with the UN country teams in these regions to take into account lessons learned from Africa and Latin America. Twelve new Spotlight Initiative country programmes were approved, as was the Pacific Regional Programme. These include in **Central Asia, Kyrgyzstan** and **Tajikistan**; in the **Caribbean, Haiti, Guyana, Trinidad and Tobago, Belize, Grenada** and **Jamaica**; and in the **Pacific, Papua New Guinea, Timor-Leste, Vanuatu,** and **Samoa**. The **Africa Regional Programme** was also confirmed by the Operational Steering Committee on 17 December 2019.

The selection of countries for implementation under the Spotlight Initiative followed a twin-track approach, using both quantitative and qualitative criteria. In addition to prevalence and indicators related to gender inequality, decisions were also informed by a desk review of qualitative indicators related to stakeholders' capacity to deliver, the enabling environment, ongoing initiatives in this sector and the opportunity to have a catalytic effect. Criteria considered comprised:

- Prevalence of the particular form of violence in the region
- Gender Inequality Index
- Level of government commitment towards eliminating violence against women and girls
- Absorption capacity at national level
- Presence and capacity of United Nations country teams to deliver
- Presence and capacity of European Union delegations in country to engage
- Enabling environment in country, in particular for civil society
- Existing initiatives on violence against women and girls at regional or 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 (i.e. domino or support effect).

Based on this analysis, the members of the Operational Steering Committee selected a mix of countries, investing not only in those that were progressing

towards stronger action on eliminating violence against women and girls but also countries that were "further behind". This approach allows the Initiative to learn from various contexts and it will support the identification of "packages of interventions" that can be further replicated or scaled up beyond the scope of the Spotlight Initiative.

All Spotlight Initiative country and regional programmes are developed through a comprehensive consultative process, involving a diverse array of stakeholders. Programming steps included virtual and in-person consultations with civil society, regional technical meetings with key stakeholders and experts, the design of regional investment plans, virtual country dialogues, and national stakeholders workshops.

As has been standard for the Spotlight Initiative, at country level, programme development was the result of a collaborative approach that relied on the participation of a diverse array of stakeholders. Participants included, for instance, national and provincial government authorities, civil society organizations, trade unions, the private sector and academia, as well as groups of marginalized women and girls, such as indigenous women, women with disabilities, and both rural and migrant women, all of whom face multiple forms of discrimination. Open and honest consultations with such stakeholders and the finalization of the country or regional programme documents were important milestones in each of the Spotlight Initiative countries and regions this past year.

In addition, the country and regional programmes were developed with the UN Development System Reform Agenda as an underlying foundation. The Spotlight Initiative Secretariat guided the recently instituted and empowered UN Resident Coordinators as they integrated the principles of the UN Reform Agenda, building on the principles of Delivering as One and adding additional elements of a new way of working, such as engaging civil society as an equal partner, into their country programme documents. Programme implementation will commence for all Spotlight Initiative countries in Central Asia, the Caribbean and the Pacific in 2020.

5.4 Regional Trends in Forms of Violence Against Women and Girls

There are regional, national and community level specificities in the types of violence that women and girls face. The Spotlight Initiative has developed programming strategies based on a rigorous analysis, which illustrated the following regional trends:[21]

- In **Central Asia,** domestic violence, including sexual violence and harmful practices related to child marriage and forced marriage by abduction are the most prevalent forms of violence. Levels of violence against women and girls in Central and South Asia remain high and take several forms – including physical, sexual, psychological and economic violence – occurring in different contexts within the private and public spheres. Forced marriages reflect deeper gender inequalities in a country and community as well as a denial of the rights of women and girls to bodily integrity and autonomy, and a denial of their rights to decide when and whom to marry.[22]

- In **the Caribbean**, family violence against women and girls is a significant issue in the region. High crime rates stemmed by poverty and inequality in the region interact with family violence, creating a context of greater insecurity.[23] Femicide is high and increasing in the Caribbean region,[24] and rates of sexual violence against girls remain unacceptably high. A regional survey in 2007 found that almost half of all adolescent girls' (48 per cent) first sexual encounters were "forced" or "somewhat forced" in the nine Caribbean countries. The Caribbean region includes three of the top ten countries with the highest number of rapes around the world.[25]

- **The Pacific** region has one of the highest rates in the world for violence against women and girls and intimate partner violence. Two out of three women have experienced violence, often at the hands of an intimate

21 See Spotlight Regional Investment plans at the multi partner trust fund office. http://mptf.undp.org/factsheet/fund/SIF00

22 In Kyrgyzstan, according to the country programme document, abduction (ala kachuu) ranges from 28-60 per cent based on the province with the caveat that these figures are largely based on local perceptions of non-consensual versus consensual marriages made through abduction.

23 A 2007 UNODC and World Bank report on crime stated the region was one of the most violent in the world, with high rates per capita of murder and sexual violence.

24 Source: https://www.cepal.org/en/pressreleases/2018-least-3529-women-were-victims-femicide-25-latin-american-and-caribbean-countries

25 "Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean, Report No. 37820". March 2007

partner, sometimes rising up to 80 per cent depending on the country.[26] Research shows that women living with disabilities are two to three times more likely to be physically or sexually abused and face extreme rights abuses such as denial of food or water and forced sterilization.[27]

5.5 Programming Strategies Across Regions

Given that there are regional, national and community level specificities in the types of violence that women and girls face, the Spotlight Initiative has developed programming strategies based on a rigorous analysis, which resulted in the subsequent **country and regional** programmes. As with other Spotlight Initiative programmes currently being implemented, country programmes will contribute to Outcomes across the six Pillars. Approved in December 2019, country programmes will be implemented for a three-year period from January 1, 2020 to December 31, 2022.

5.5.1 Common Trends in Programming Responses Across Regions

This section provides an overview of common trends in programming across the three regions. This is followed by a more in-depth overview of the regional context and trends in programming by Pillar in the following section.

- **Country programmes engage in an intersectional analysis and approach with dedicated focus on leaving no one behind as a principle for programme development and monitoring.** Countries are targeting initiatives and looking at the ways in which identities and social position, class, race, ethnicity, locality (rural or urban), professions, ability status, sexual orientation, etc., could affect women's and girls' risk to and experience of violence and their ability to access services and seek justice.

- **Country programmes are addressing the complexity of violence against women and girls by engaging in multi-level analysis to determine contextually grounded approaches to change.** For example, a range of country programmes drew on the socio-ecological

26 UN Women. 2016. "Time to Act. Gender, Climate Change and Disaster Risk Reduction." UN Women. Kate Moriaka.

27 Joanna M. Spratt, A Deeper Silence the Unheard Experiences of Women with Disabilities – Sexual and Reproductive Health and Violence against Women in Kiribati, Solomon Islands and Tonga (UNFPA, March 2013), 11.

model (SEM) to structure their programming responses and a lifecycle approach. The socio-ecological model is used to conduct contextual analysis of the problems in the country context and to deepen understanding of the ways that individual, community, relationship, and societal factors influence violence against women and girls and the behaviours, norms and practices that sustain it. Identifying the problems then leads to the development of interventions at each of these four levels.

- **Country programmes develop multi-stakeholder partnerships to address violence against women and girls systemically.** There is a dedicated focus on increased connection and knowledge sharing and coordination across and between United Nations agencies, government and civil society to address the complexity of violence against women and girls. In the spirit of UN Reform, there is increased communication and collaborations across Recipient UN Agencies based on each agency's unique advantage and expertise across different sectors. Moreover, there is a strong commitment to and collaboration with women's civil society organizations as experts and catalysts of change, which filters across all Pillars, in addition to a dedicated focus in Pillar 6.

- **The country programme documents were developed before the COVID-19 pandemic of 2020**. All countries have risk and mitigation matrices in place and have the ability to adapt their programming based on contextual shifts. Women are more likely to experience higher rates of violence and bear the brunt of the care and economic burden during and after crisis situations. The social and economic rights and status that women experience in a given country are linked to their survival and livelihoods after a disaster and crisis.[28] Reports from the United Nations already show increased rates of domestic violence across the world due to the COVID-19 pandemic.[29] As a result, programming (and its approach) will probably need to shift to meet the increased demand for protection, services, and justice for women and girls in this context.

28 ICUN. "Disaster and Gender Statistics." https://www.unisdr.org/files/48152_disasterandgenderstatistics.pdf

29 Statement by Phumzile Mlambo-Ngcuka, Executive Director of UN Women. UN Women. April 6, 2020. https://www.unwomen.org/en/news/stories/2020/4/statement-ed-phumzile-violence-against-women-during-pandemic

5.5.2 Regional and Country Specific Context Analysis and Programming Strategies by Pillar

This section provides an overview of regional trends in programming by Pillar. A text box is then presented for each region and Pillar, which shares specific challenges as manifested in a country setting and summarizes the unique programme strategies developed to address these. The trends highlighted do not represent the entire country strategy for each Pillar, but rather focus on the unique aspects related to the challenge presented. Innovative programming aspects have been highlighted with an asterisk* in the text boxes.

Pillar 1: Laws and Policy

An assessment of the landscape, and the establishment of the legal and policy framework will be seen as the first step in a series of deeper structural and social change processes necessary to prevent violence against women and girls in Pillar 1. The process of legal reform can often be contentious, as international human rights law and national or cultural legal frameworks may be at odds in some countries, touching upon deeply seated gender biases and discrimination. In contexts where this presented a particular challenge, country programmes focus on a holistic, and often participatory, legal review process that accounts for the integration of prevention of violence against women and girls within existing national laws and penal and criminal codes.

- In **Central Asia**, forced and early marriage rates are high. Early marriage also increases the risk of domestic and sexual violence. Early and forced marriage also constrain women's economic independence, affecting their ability to leave a violent situation. Legal frameworks in the region do not fully address child marriage and child protection issues. Prosecutions are rare despite reporting of violence against women and girls, including marital rape, domestic violence and sexual assault, and this leads to feelings of impunity and discriminatory social norms.[30]

30 For example, Kyrgyzstan, the belief that a husband is justified in hitting his wife under certain conditions underpins the behaviour, with half of men and a third of women sharing this belief according to the 2012 Demographic Health Survey.

Country Programming Response Example in Central Asia: Pillar 1

In **Tajikistan**, the programme will focus on strengthening the enabling environment to criminalize domestic violence, given that existing violence against women legislation is in place at national level. The programme will build on partnerships with the government and on technical expertise from United Nations agencies to make this happen. In order to address the challenge of the lack of legal implementation. The programme focuses on increasing the capacities of rights-holders and civil society to hold the government and other duty bearers to account to ensure that attention is brought to sexual and gender based-violence and that the issues surrounding it are addressed.*

- In **the Caribbean**, family violence is high and prominent aspects include sexual violence, including towards children, and femicide. Due to political instability, migration is an issue in many Caribbean countries, and migrant women experience higher rates of sexual and gender-based violence, and exploitation. Focused efforts are dedicated to developing legal frameworks to strengthen and uphold the rights of girls, and to ensure the criminalization of abuse and sexual violence in families. Addressing the gaps in the implementation of sexual violence legislation and establishing a functioning sexual offenders registry will help increase the protection of women and girls.

Country Programming Response Examples in the Caribbean: Pillar 1

In **Jamaica,** the country programme will empower civil society organizations to contribute to legislative reform efforts related to violence against women and girls and family violence. The programme will also support advocacy to incorporate approved policy positions to address violence against women and girls and family violence into local legislations, support the establishment of a Parliamentary Caucus on violence against women and girls, including family violence, and review and update the 2011 National Policy on Gender Equality to ensure alignment with the national action plan on gender-based violence.

In **Grenada**, the programme will combat gender norms and behaviours that allow family violence to remain hidden by engaging in awareness-raising activities with the community and duty bearers. A Victim's Rights Policy will be drafted to formalize the right to services, including psychological, health, financial, legal, and shelter-related services. A family court system will also be established to streamline processing of domestic violence and child abuse cases with the aim of increasing women's and girls' access to justice.

- In **the Pacific** region, where rates of violence against women and girls are the highest in the world, domestic violence legal frameworks do exist in the form of Family Protection Acts. While some countries have criminalized domestic violence and sexual violence such as marital rape (for example, Samoa and Fiji), sexual or reproductive coercion has not been criminalized as a form of domestic violence. The lack of government coordination to ensure legislative coherence between different laws and policies also remains a challenge. The focus is on harmonizing national laws with international human rights standards, eliminating contradictions with traditional legal frameworks, and ensuring a comprehensive rights framework is in place and that laws are fully implemented.

Country Programming Response Examples in the Pacific: Pillar 1

While legal frameworks exist that protect women's rights in **Papua New Guinea,** the government lacks the knowledge, political will and ownership to implement domestic violence or intimate partner violence laws. Deepening the challenge is the lack of coordination between government officials and ministries to connect and integrate different sets of legal codes. The programme in Papua New Guinea will address the challenges of legal implementation through all six Pillars, including tackling the social and normative barriers to implementing laws. The focus will be on technical support to the government (provided by UNDP and UN Women) to integrate attention to intimate partner violence into existing legislation (i.e., Women's Health Protection Bill, the Youth Policy and the Gender-Based Violence Strategy Operational Plans, under the Gender-Based Violence Strategy and Framework). Additionally, focus will be placed on ensuring affected populations (women living with HIV, people living with disabilities, etc.) and their perspectives are integrated into the legal drafting processes.

Vanuatu was the first country in the region to pass domestic violence legislation in 2008. Despite a legal framework, many domestic violence cases are being addressed through customary approaches to justice *(kastam*), which do not align with international human right standards. Implementation of the law varies, and often police and judges also prefer *kastam* values of family reconciliation. Civil society organizations will be supporting the government with the development of a Victim's Charter along with other agencies to ensure that intimate partner violence and gender-based violence victims have access to critical services. The programme will also engage in gender-responsive budgeting through the technical expertise of UNDP, in addition to reviewing and integrating CEDAW and other international conventions to support an integrated and harmonized response to intimate partner violence.

Pillar 2: Institutional Strengthening

Country programmes will address the universal problems of the lack of implementation and cultures of impunity among duty bearers, the government and service providers, such as police and health workers, through awareness raising and gender-responsive budgeting in Pillar 2.

Country programmes typically focused on providing training on how to integrate a gender analysis within government bodies and ministries, police departments, statistics departments, community organizations, judiciary, and health and domestic violence clinics. Trainings will focus on raising awareness of: gender bias and stereotypes and the roots of gender inequality that are connected to violence against women and girls, the proper implementation of legal mechanisms through gender-responsive budgeting, and audits to help identify where the bottlenecks, reluctance and pushback are in fully implementing women's rights and protection mechanisms.

- In **Central Asia**, the response to violence against women and girls lacks coordination and specific dedicated action plans with sufficient budgets tied to activities. To address this, coordination bodies will be developed that can streamline service delivery and implementation of legal and policy frameworks across multiple stakeholders.

Country Programming Response Example in Central Asia: Pillar 2

In **Tajikistan**, given the challenge of lack of gender awareness and coordination, the programme will focus on building duty bearer's analysis of gender, focusing on training for gender-responsive budgeting so that funding for services can be properly allocated, and developing processes for multi-sector coordination so more streamlined services can be delivered for sexual and gender-based violence.*

- In **the Caribbean**, there was a strong focus on multi-stakeholder analysis, engaging government, service providers, duty bearers, and civil society organizations in identifying the key gaps and barriers (such as gender discrimination and bias) to implementing domestic violence policy and services. Transformative capacity building of all stakeholders involved in response efforts will be focused on as a mechanism to address gender bias and discrimination. Curricula for these trainings often will be developed and led by university or women's civil society organizations experts who have a gender lens and expertise.

Country Programming Response Examples in the Caribbean: Pillar 2

In **Trinidad and Tobago**, the programme will engage in multiple strategies to raise awareness of implicit bias and highlight the social costs of domestic violence to address the issue of gender discrimination that structure weak duty-bearer responses to women and girls seeking domestic violence support. The programme will focus on first responders and family and magistrate courts to eliminate conscious and unconscious bias and increase understanding of the connections between violence against women and social and economic inequalities. The programme will also provide government and duty-bearers skills-building around ways to engage in gender mainstreaming and gender-responsive budgeting and support inclusive and coordinated services that are improved through survivor feedback.

In **Grenada**, due to unequal treatment of women seeking services, the programme developed a "whole-of-government approach" to identify the root causes of lack of implementation of protection from violence against women and girls, bringing together all stakeholders, to support gender mainstreaming, analysis and gender-responsive budgeting within all programming.* Programming will address challenges identified from an analysis of technical and coordination groups that found bias in first responders and officers, delays or reluctance to press criminal charges, lack of enforcement of protection orders, etc. Training of key government officials, public servants, health care workers and educators will be deployed using a human rights-based and gender equality approach that includes a specific analysis on protection for women and girls who experience multiple types of oppression. Due to increased rates of violence, including family violence and child abuse after natural disasters, the Grenada Spotlight Programme will revise disaster risk-management policies and action plans to address gender equality issues in preparedness, recovery and response efforts.

- In **the Pacific**, rates of gender-responsive budgeting of women and poverty interventions are lower compared to other regions. The lack of costed plans for gender-based violence, domestic violence and intimate partner violence constrains implementation along with other factors, such as political will, discriminatory social norms, the lack of dedicated technical expertise and monitoring and accountability mechanisms.

Country Programming Response Examples in the Pacific: Pillar 2

In **Guyana,** to address the challenge of accountability for family violence protections, the programme will develop a performance scorecard to track how well domestic and sexual violence prevention and response work has been implemented.* The goal is that this will open up public space for open reflections, dialogues, and action to improve implementation and help different sectors, such as government, police and service providers, stay more accountable and transparent.

In **Vanuatu**, implementation of legal frameworks has been constrained by a lack of budgeting and dedicated gender analysis. Significant challenges have been faced due to the high level of natural disasters faced in the country and the lack of a coordinated gender response after emergencies. Violence against women and girls often increases after disasters so addressing this gap is critical. Accordingly, the programme will implement a line of work focused on integrating attention to violence against women and girls into emergency planning and response activities and awareness raising around gender mainstreaming with parliamentarians. The UNDP **Pacific** Office will also be supporting groups to conduct research throughout the Pacific region on gender budgets for debate in Parliament.

In **Timor-Leste,** many traditional leaders and authorities do not know about the national policies on domestic violence and cannot define domestic violence or identify its risk factors. To address the lack of knowledge, the programme will work with traditional leaders in the *Suco* councils to increase their awareness of gender equality and women's rights in the formal justice system and introduce the legal frameworks to end domestic violence. Connections to the Vulnerable Persons Unit and community policing protocols will also be made to deepen legal implementations. To engage the public, the programme will connect with organizations that work with women and girls living with disabilities, living in remote areas, young mothers and LBGTQI persons, to facilitate capacity building exercises and public assessments of the national action plan, supporting the leave no one behind agenda.

Pillar 3: Prevention

Country programmes will address deeply entrenched social norms related to gender roles and the acceptance of violence against women and girls and other rights violations in a cross-cutting way through Pillar 3.

Programming recognized the central role that normative and behaviour change play in affecting the progress of achievements in all Pillar areas.

- In **Central Asia,** even though national legislation guarantees equality between men and women, social norms and attitudes are very different, contributing to significant levels of violence against women and girls, early marriage, abduction, weak sexual reproductive and health services and increased rates of poverty. Regionally, to address these socio-cultural trends, programming prioritizes a focus on influential actors and role models, such as religious leaders, actors, and teachers in vocational schools, to challenge dominant stereotypes about men and boys and masculinity and promote the respect of women and anti-violence attitudes and behaviours.

Country Programming Response Example in Central Asia: Pillar 3

To address the challenge of the deep-rooted and biased gender norms and stereotypes, the **Kyrgyzstan** country programme will ground their strategy in communities' participatory analysis of specific social norms and discriminations, identifying how these norms contribute to the acceptance of violence against women and girls. This data will become an entry point for the programme design, bringing in community members to define strategies for action to transform these norms and identify collective strategies for change together, using leave no one behind principles. As part of this process, "Positive Deviants" or gender champions (including diverse individuals from religious leaders, the LGBTQI community, educators, and community leader backgrounds) will be engaged to take messages forward on behaviour change towards the protection of women's and girls' rights.*

- In **the Caribbean**, understanding the root causes of family violence and child abuse is complex and requires diverse intervention points. It involves working with parents, educators and children, as well as with community leaders, influencers and individuals in the private and public sector. Programmes in the Caribbean share a multi-sectoral approach focused on raising awareness of the roots of domestic violence and child abuse and on developing strategies for behaviour change to support better prevention and responses to violence.

Country Programming Response Examples in the Caribbean: Pillar 3

In **Belize**, to address the multifaceted nature of family violence, diverse public education initiatives will be established. Community, faith-based organizations and civil society organizations will receive human rights training to help them integrate attention to family violence into their existing work, scaling up initiatives like Project Heal. Early childhood education programmes for parents will integrate messages around recognizing and ending family violence and will increase awareness around the age of consent, all of which have been shown to be effective in prevention. Men will be primarily engaged through the workplace and trained in power and gender analysis and how to transform rigid gender roles and norms in the workplace. Addressing the significant challenge of high rates of violence against girls aged 10-19, programmes will engage in comprehensive sexuality education with a focus on boys and girls with disabilities, supported by the Ministry of Health, Education, Youth and Sports and non-governmental organizations.

In **Guyana**, in response to research that shows the influence of religious leaders and other influencers on prosocial and gender equitable behaviour, the country programme will focus on targeting key informal actors.* Traditional and religious leaders and influencers in the community, as well as the private sector through workplaces, will be trained to promote gender equitable norms and support efforts to end violence against women and girls and child sexual abuse. In addition, the programme will focus on community and school-based efforts to address the roots of inequalities and violence and support positive gender relations both in and out of school settings.

- In the **Pacific** region, deeply seated gender inequalities and norms related to the acceptability of violence against women and girls underlie high rates of violence in the region. In order to change the normative structure to one that protects women's and girls' rights and ends violence, programmes in the region are looking for evidence-based models of change in other countries and are adapting them to their local context for scale-up.

Country Programming Response Examples in the Pacific: Pillar 3

In **Papua New Guinea**, there has been evidence that community programmes focused on educating men are not integrating best practice from global research on anti-violence programming. Instead of transforming gender norms, they are reaffirming and deepening gender discrimination. Some programmes receiving funding have even been found to be led by perpetrators of violence, reaffirming sexist messages. To address this significant challenge, the country programme is focused on adapting and scaling up global programming addressing violence against women and girls with what works, such as *SASA!*, *Sanap Wantaim* ("let's stand together" in tok pisin), Y-PEER for Youth, Stepping Stones, and the Family and Sexual Violence Action Committee's (FSVAC) Male Advocacy programme. This includes programming focused on shifting men's and boys' attitudes, which is a critical strategy for social and normative change to occur and to end violence against women and girls.

In **Samoa**, to challenge existing patriarchal attitudes that sustain domestic violence and intimate partner violence, the programme will engage with traditional notions of culture and religious principles to rewrite social norms in order to promote a gender equitable approach. For example, normative change work will focus on addressing biblical misinterpretations that are used to support violence against women and girls and women's submission to men. Church leaders will actively promote gender equitable messages and an anti-violence stance. More village leaders will be engaged in promoting violence-free villages, which was a successful model that the Spotlight Initiative aims to scale up. The programme will also be increasing access to the internet for rural women and girls, to provide preventative training in villages and decrease the digital divide.*

Pillar 4: Services

Country programmes will use a survivor-centred and human rights-based approach to service delivery with a focus on ensuring effective coordination and referral mechanisms in order to ensure women and girls get the support they need and can access justice. Pillar 4 focuses on strengthening referral channels, inter-agency collaboration and coordination and the scale up of essential services (in the health, social services, police and justice sectors) to better serve women, girls, and groups that face intersecting forms of discrimination and are seeking services addressing violence against women and girls and sexual violence. Pillar 4 will also focus on increasing access to services for the most vulnerable (girls and adolescents, migrants, sex workers, members of the LGBTQI community and people living with disabilities or HIV) by providing these services in rural areas through, or with the collaboration of, civil society organizations, or through the deployment of mobile health clinics and listening centres. Efforts supporting civil society organizations to build organizational capacity in gender-responsive approaches to sexual and gender-based violence is also an area of focus, supporting linkages and coordination with state bodies and through community education campaigns through mobile units and health clinics.

Country Programming Response Examples in the Caribbean: Pillar 4

In order to address the challenge of fragmented services in **Grenada**, the programme will strengthen services offered through the Ministry of Social Development and the Gender-Based Violence Unit and enhance coordination between units, such as the police Special Victims Unit and the judiciary to expedite cases of violence against women and girls. Hospitals and testing centres will increase the amount of testing equipment and medical stock, such as HIV and other sexually transmitted infections, emergency contraception, post-exposure prophylaxis kits, etc. The programme will also focus on identifying and referring adolescents who have committed other crimes to address the potential risk for violence against women and girls or other related crimes and offer gender-based violence prevention services. This strategy recognizes the correlation between violent crime and violence against women and girls and aims to address the challenge by analysing socio-economic, psychological and identity factors that could contribute to violence in the future.

In order to address the increase in femicide after reporting domestic violence to the police, the programme in **Trinidad and Tobago** will have the police develop risk and lethality assessments to determine appropriate actions for the perpetrator to keep the victim safe, such as arrest, bail, and charging. After domestic violence reports, survivors will be directed to the appropriate services and judicial options. The aim is to share this data and ensure appropriate monitoring and security through Police Station Community Councils and increase police accountability for equitable domestic violence service provision. Gender-responsive trained "peer navigators" will also be available to walk survivors through the process of getting protective orders, accessing safe shelter services and seeking justice. In order to address significant lack of economic security as a reason for not leaving abusive partners, the programme will develop an initiative and referral channels to strengthen skills for greater employability or income generation opportunities.

These efforts support the goal of having more information shared about sexual and reproductive health, the right to safety and health and other services.

- In **Central Asia**, as in other regions, individuals tasked with supporting women in accessing services, such as police, health workers, members of the judiciary, social service providers and crisis centres, have their own negative biases and stereotypes, which may replicate or deepen discrimination or violence. This could result in people not taking reports of violence seriously, ignoring signs of domestic violence or child abuse, or not processing protective orders or forensic evidence in the case of rape. In the Central Asian region, diverse strategies are being undertaken to address the normative aspects of quality service provision and ensuring equitable access and coordination.

Country Programming Response Example in Central Asia: Pillar 4

In **Kyrgyzstan**, data show that women most often seek advice from friends or family members before seeking formal domestic violence service support through health workers, the police, or domestic violence hotlines. To address this problem, the programme will aim to engage women and girls more systematically and transform power in the service delivery approach from "service users" to "solution-holders and new norm shapers."* A diverse multi-sector approach to address limiting the social norms of government workers, service providers, health and social service workers and police will also be a focus, as will be enabling better coordination and referral and case management mechanisms.

- In the **Caribbean**, an interesting trend that has emerged was a focus on the connection between general crime and violence against women and girls and on using data to identify potential perpetrators or risk factors for domestic violence or femicide. A dedicated focus was also on the sexual and gender-based violence survivor and ensuring women and girls had adequate access to referral pathways. In this region There was a deeper focus on services such as access to medical and police services and less focus on services such as counselling and psychological support.
- In **the Pacific** region, access to justice and services is constrained by the low level of formal reporting, traditional legal notions of justice practices, which do not recognize national domestic violence laws, and a low quality of service provision stemmed by gender discrimination and bias. Focus in this region is on building a strong functioning and accessible service delivery infrastructure that respects women's and girls' rights, with coordinated referral pathways and gender aware service providers.

Country Programming Response Examples in the Pacific: Pillar 4

In **Samoa**, domestic violence reports to the police are low, around 18 per cent. Most survivors share domestic abuse information with their family members or friends. When formal reports are made, the Family Violence Unit in the Ministry of Police does not have the funding or the bandwidth to investigate half of the cases. Further, adding to these challenges, over 80 per cent of the population lives in rural villages, and the head of the village council has the authority to govern and decide how to address cases of domestic violence and other crimes. According to the *Village Fono Act 1990,* council leaders do not have to comply with national law. To address this significant barrier, the programme will focus on addressing knowledge and capacity gaps of village council leaders and other community-based organizations to increase their knowledge of legal frameworks to prevent violence against women and girls and support them on taking action to prevent and respond to intimate partner and domestic violence and hold perpetrators accountable for their actions.

In **Papua New Guinea**, the low quality of service delivery and care prevents women from accessing critical support services and justice. Protection orders and cases filed through the Family and Sexual Violence Unit at the police are most often not investigated or do not receive follow up, due to gender bias and lack of resources. Counselling services are often implemented by people with little or partial training in the profession and on domestic violence specifically: there are only five qualified counsellors in the country. In response to this challenge, the programme through local partnerships with civil society organizations and government will implement extensive professional and peer counselling training. Additional training will be offered to support case management protocols with a particular focus on addressing communities traditionally left behind, such as women and girls living with HIV or disabilities or women who are sex workers.

Pillar 5: Data

Country programmes will focus on strengthening and unifying national data-collection efforts to better target and finance policy and interventions to marginalized and at-risk communities. Pillar 5 strengthens data collected at national level to better track the prevalence of violence against women and girls and child abuse through disaggregation of data (for example, gender, ethnicity, race, marital status, disability, sexual orientation, migration status, education, socioeconomic background, location, etc.). Disaggregated data will help countries to see population level trends and better target their initiatives to populations facing multiple forms of intersectional discriminations, and to identify populations most at risk.

- In **Central Asia**, there is scope to strengthen data tracking systems. The lack of (disaggregated) data and tracking of violence against women and girls cases makes implementation of laws and policies and the provision of prevention and service delivery activities challenging.

Country Programming Response Example in Central Asia: Pillar 5

To address the challenge of a weak data infrastructure in **Tajikistan**, national statistical offices will be trained in how to collect domestic violence data and disaggregate data by victim's gender, age, type of violence faced, perpetrator age and ethnicity, numbers of complaints, investigations and prosecutions. Tracking this data aligns with and contributes to Sustainable Development Goal 5.2.

- In **the Caribbean**, as in other regions, data reporting of domestic violence is low and inaccurate due to the belief that violence is seen to be a family affair, keeping women and girls silent. Moreover, databases on violence against women and girls and domestic violence remain patchy due to the lack of national standard protocols and procedures in place to collect, manage and use data. Many countries in the region are creating standardized and centralized national databases and registries on gender based violence and case management.

Country Programming Response Examples in the Caribbean: Pillar 5

To address the challenge of the lack of standardization and use of data, the **Jamaican** programme will establish standard practices for the administration, collection and use of gender-based violence data. In addition, the programme will support women's civil society organization capacities and government officials to analyse, use and advocate based on prevalence data. To ensure that there is a deeper understanding of populations facing intersecting forms of discrimination, qualitative research will be commissioned to understand these groups' needs and the ways in which multiple forms of discriminations affect their experiences, the quality of service provision they receive and their access to justice. The aim is to use this research to inform and improve service providers and provision activities in the future.

In **Belize**, focus will be placed on harmonizing and standardizing their data-collection system on gender-based violence and case management, called the Gender-Based Violence Surveillance System. The database will track cases from the first report to the final action. Focus will be placed on building the partnership between the Ministry of Human Development and the Statistical Institute of Belize to lead database standardization efforts.

In **Haiti,** to address the gaps in violence against women and girls reporting and a streamlined referral system, the programme will focus on strengthening the capacity of national statistics offices and users to collect stronger data on gender-based violence. There will also be a focus on how to better use data to ensure better programming and policy on gender-based violence prevention.*

- In the **Pacific** region, many countries have a weak data infrastructure and are not able to accurately track prevalence indicators and other factors that are contributing to violence against women and girls. This weakens the ability of governments and civil society organizations to identify key priorities and appropriately develop policy and programming to eliminate violence against women and girls. The exception was **Timor-Leste,** which has invested heavily in building national statistical databases.

Country Programming Response Examples in the Pacific: Pillar 5

In **Timor-Leste** statistical databases have been invested in, in order to develop effective policy measures. Despite these efforts there is a still need for more disaggregated data and perception surveys tracking men's and women's perceptions of gender norms and women's control over their sexual and reproductive health, etc. To address data gaps, the programme will focus on updating some of the data-collection protocols, such as the demographic health surveys (DHS). Academia and people affected by violence will feed into updated research protocols, thereby transforming the power of the "researcher-researched" with the aim of improving the use of data for better services and resource mobilization advocacy efforts.

In **Papua New Guinea,** data is disparate, collected in different ways in different ministries, and there is a need to unify data-collection processes and protocols. UNDP will be supporting efforts to increase the quality of administrative data in different sectors (police, health, Office of Child and Family Services, etc.) and UNICEF will be supporting work to develop and roll out a standardized child protection database disaggregated by age, gender, and form of violence against girls.

Country Programming Response Example in Central Asia: Pillar 6

To leverage gender expertise and increase the power of Kyrgyzstani women's civil society organizations, the programme will focus on keeping government and duty bearers accountable to national and international laws and agreements, such as Beijing +25 and SDG5 implementation, as well as monitor national violence against women and girls prevention and service delivery efforts.

Pillar 6: Civil Society Organizations

Country programmes will leverage the role and power of civil society, specifically women's civil society organizations and women's movements, to affect changes in laws and policies, government implementation, service provision and prevention efforts, including normative change and the creation of stronger data systems. Pillar 6 places civil society front and centre and the expertise of women's civil society organizations and movements as a central influencing factor and driver of change across all Pillars.

- In **Central Asia**, women's movements and civil society organizations represent the strongest source of gender expertise and analysis for addressing some of the most intransigent issues related violence against women and girls. However, many women's civil society organizations in this region are newer entities with nascent movements, and the sector is often fragmented.
- In the **Caribbean** region, the sustainability of civil society organizations is often challenged due to limited and short-term funding. Collaboration and influence with the government sector is often weak. Women's civil society organizations have access to communities that are traditionally left behind and engage in a strong gender lens with the ability to implement innovative programming to address gender discriminations and power imbalances related to violence against women and girls and sexual violence. Women's movements in some countries in the Caribbean region are more well-developed and influential such as in **Trinidad and Tobago**, whereas in other countries, like **Belize**, they are non-existent.

Country Programming Response Examples in the Caribbean: Pillar 6

In **Belize**, focus will be placed on creating a hub across women's civil society organizations and with the Government.* A central secretariat will coordinate civil society organization efforts, information sharing, and action on family violence prevention and response. In addition, South-South exchanges will be leveraged so that women's organizations can learn from women's movements in other countries, such as **Trinidad and Tobago**. Capacity building of women's civil society organizations is a significant focus in all five other Pillars, which also will support the building of a women's movement and stronger civil society sector.

In **Grenada**, the programme will address the lack of civil society organization sustainability by increasing the demand for women's rights civil society organizations' gender and gender mainstreaming expertise and analysis in various government processes – some of which is already being seen in the disaster risk reduction and climate change space. Civil society organizations will be supported to work with underserved and vulnerable populations (for example, women and girls with disabilities or in rural areas, the LGBTQI community, migrants, etc.) to influence policy and the media and promote gender-responsive narratives and responses to family violence and child sexual abuse. Programming will also support deeper collaborations between the government and the private sector, often with civil society organizations serving as an accountability and watchdog focus.

- In the **Pacific** region, the complexity of addressing violence against women and girls at national level requires coordination between actors, but too often competition for scarce resources in women's civil society organizations and movements leads to silos and competition. Moreover, there is a lack of a sustainable funding base beyond short-term donor-driven projects. These conditions limit the political power of civil society organizations and will be a focus of programming in the region.

Country Programming Response Examples in the Pacific: Pillar 6

In **Vanuatu**, to address the issues of a lack of diverse representation and the lack of a voice in women's movements, a small-grants programme will be launched focused on self-identifying women's movement organizations and emerging local, national, and grassroots organizations working in the field. The aim of the fund is to provide flexible, core, support-seed grants that create innovations or catalysts for change in the areas of gender equality and eliminating violence against women and girls. Populations of particular interest for funding include young women, the LGBTQI community, and women living with disabilities. Grants will be decided through a civil society organization representative committee.

In **Timor-Leste**, the women's movement and civil society organizations have a collaborative and influential relationship with the Government.

The women's movement emerged during the independence movement, as leading defenders of women's rights and in particular advocated for eliminating violence against women and girls. However, women's civil society organizations, and the civil society organization sector in general, are typically underfunded and donor-driven, working through shorter-term projects. They are not well networked within the civil society organization community. This threatens their sustainability and their ability to address key community needs. To address this challenge of financial sustainability, the programme will support the organizational and financial capacity building of women's funds, which will in turn support groups to diversify funding streams so they are not reliant on only a few funding sources. To stimulate networking, the programme will convene a violence against women and girls conference to bring together civil society organizations, share best practices and knowledge, and make deeper links to support collaboration in the future.*

Fund Analysis on Future Programming Strategy

The funds are envisaged as a strategy for supporting Pillar 6 and maximizing the reach of funds to grassroots communities and women and girls who are the most marginalized and affected by violence. The funds support progressive civil society organizations, grassroots feminist and women's rights organizations and movements as a catalyst for ending violence against women and girls and harmful practices and making progress on Sustainable Development Goal 5 and the other Sustainable Development Goals towards the 2030 Agenda.

The results from the funds call for proposals and the results of that process are captured in Chapter 4. This section provides an overview and topline snapshot of the focus of the funds and their portfolios going forward.

The UN Trust Fund to End Violence Against Women and The Women's Peace and Humanitarian Fund (WPHF)

From 2020-2022 the UN Trust Fund to End Violence Against Women will focus its Latin American grant-making on supporting the women's movement and strengthening progressive civil society organizations, particularly small grassroots women's rights organizations, to prevent

femicide and other forms of violence against women and girls in **Argentina, El Salvador, Guatemala, Honduras** and **Mexico**. The Trust Fund to End Violence Against Women will prioritize its African grant-making on supporting the women's movement and strengthening civil society organizations to eliminate sexual and gender-based violence and harmful practices. Civil society organizations in eight target countries (**The Democratic Republic of the Congo, Liberia, Mali, Malawi, Mozambique, Niger, Nigeria** and **Uganda**) and reserve countries in Africa (**Cameroon, Chad, Cote d'Ivoire, The Democratic Republic of the Congo**, and **Zambia**) can apply for support for single country projects. In addition, organizations in all 36 Sub-Saharan countries are eligible to apply for multi-country projects that support movement-building across borders to address cross-cutting issues of violence against women and girls and harmful practices. Grant-making priority will be given to women's rights organizations, to women-led and small organizations and to groups that address the participation of marginalized populations that face intersecting discriminations, for example, due to age, race, ethnicity, ability or migration status, HIV, sexual orientation, etc., in alignment with the principles of leave no one behind and the 2030 Agenda.

The Women's Peace and Humanitarian Fund will direct its grant-making budget to generate change in five countries across Africa: The **Democratic Republic of the Congo**, **Malawi**, **Liberia**, **Nigeria** and **Uganda** over two years. The Women's Peace and Humanitarian Fund has particular interest in supporting local women-led organizations and women's rights organizations to strengthen movement-building, end violence against women, prevent conflict-related sexual and gender-based violence, advocate for women's peace and security agreements, and contribute to gender equality and women's empowerment in conflict and post-conflict settings. It is envisaged that the fund will be a mechanism for Sustainable Development Goal implementation, particularly Sustainable Development Goal 5 and Sustainable Development Goal 16, catalysing development progress in conflict-affected countries and fully embodying the principle of leave no one behind.

5.6 Spotlight Initiative Regional Programming

This section provides an overview and analysis of the regional programme model. Regional programmes support and enhance country-level strategies for eliminating violence against women and girls. The regional level serves as a bridge between the global and the country levels. Expertise at regional level comprises unique knowledge of the countries in the region and regional specificities and dynamics. It aims to add value, maximize investment, and contribute to the scale, sustainability, visibility, lessons learned and replication of programming. Contrary to country programmes, regional strategies do not address all Outcome areas of the Spotlight Initiative theory of change, but instead focus their interventions on relevant areas that extend beyond national borders and require regional engagement.

Traditionally, these programmes focus on regional coherence of laws and policies, strengthening regional institutions and entities, regional strategies for social norms change and coordination of data collection. Furthermore, as mentioned above, in Central Asia, Caribbean and Pacific, the Spotlight Initiative makes a significant investment in women's rights and grassroots organizations to reach the most marginalized groups of women and girls.

The Spotlight Initiative has allocated 10 per cent of its overall regional financial envelopes to women's rights groups and progressive civil society organizations focused on strengthening the women's movement in the region to eliminate violence against women and girls. The regional programmes will process individual grants to women's rights groups and progressive civil society organizations with a focus on grassroots organizations, as well as grants for capacity strengthening of women's rights groups and progressive civil society organizations and provide support to regional level movement building.

The Pacific Regional Programme

The following trends were found in the regional programme document on the Pacific.

- The Pacific Regional Programme will prioritize exchanges on best practices for amending legislation to address knowledge gaps related to legal frameworks. In order to address the issue of lack of coordination across nation states, a Regional Working Group will support convenings, exchanges and partnership opportunities around the Implementation of the Family Protection Acts in the different countries. The International Labour Organization will be engaged to support the technical development of domestic violence workplace policies that promote gender equality and prevent sexual harassment and discrimination. The Programme will also include grants to civil society organizations across the region to hold the governments accountable for legal implementation.

- The Pacific Regional Programme will address the challenge of lack of domestic violence policy implementation due to weak planning and budgeting processes by focusing on work with parliamentarians and ministry officials on gender-responsive budgeting and gender mainstreaming across the Pacific region to ensure that budgets are transparent and incorporate the principle of leave no one behind. The Spotlight Initiative will recommend that states use Sustainable Development Goal 5.c.1, the international standard on gender-responsive budgeting as an indicator for measuring budget tracking.

- The Pacific Regional Programme will focus on the influence of role models and traditional leaders and the importance of regional knowledge exchanges on programming best practices. One of the strategies will be strengthening the engagement of faith-based organizations and their ability to promote gender equality and violence-free norms in the family and community. In association with this work, best practices will be shared through South-South exchange events around sexual and reproductive health and the comprehensive sexuality education curriculum in **Fiji, Marshall Islands** and **Solomon Islands**.

- The Pacific Regional Programme will address the need to strengthen the data-collection processes and the accuracy of prevalence data. The programme will focus on sharing best practices for collecting domestic violence data disaggregated by gender, race, ethnicity and other important socio-demographic characteristics. Disaggregated data will help better track risk for different populations and refine programming. Focus will also be placed on adapting and implementing demographic health survey modules in the regions to better understand attitudes on violence and how that changes over time. A strong focus of the programme will be on ethical data-collection protocols on domestic violence prevalence, and training will be rolled out to the regional hub to eliminate violence against women and girls.*

The Africa Regional Programme was not included in this analysis, but will be implementing programming starting in 2020. As such, a short overview of the programme focus appears below. Reporting on its Outcomes will commence in 2021.

The Africa Regional Programme

The Spotlight Initiative Africa Regional Programme, endorsed by the Operational Steering Committee in December 2019, is the largest programme investment within the Spotlight Initiative.[31] The programme supports the overall response to addressing violence against women and girls and harmful practices including female genital mutilation and child marriage, and promoting sexual and reproductive health and rights in Africa. The Africa Regional Programme is comprised of two streams. Stream 1 supports the overall regional response to addressing violence against women and girls, harmful practices and promoting sexual and reproductive health and rights and Stream 2 supports the regional response to the prevention of harmful practices focusing specifically on female genital mutilation and child marriage. The programme will support and enhance a regional approach to eliminating violence against women and girls and harmful practices aimed at adding value, maximizing investment, and contributing to the scale, sustainability, visibility, lessons learned and replication of programming throughout

31 Includes estimated Spotlight Initiative contribution, UN agency contributions and unfunded budget.

the region. The programme will focus on the following three pillars of the Spotlight Initiative: Pillar 1: Legislation and policies; Pillar 5: Quality and reliable data and Pillar 6: Supporting the women's movement and relevant civil society organizations.

The programme's coverage is continental and prioritizes strengthening existing strategies and initiatives, such as the African Union Gender Strategy, the Gender Observatory, the African Union campaigns to end Child Marriage and the African Union Initiative on the Elimination of Female Genital Mutilation. This will ensure increased effectiveness of the programme as the focus will be on accelerating implementation. The programme also adopts a strategy of harnessing the respective strengths of multi-sectoral, multi-level partnerships, which will support the acceleration of transformative change. The programme will work with the African Union, a key and strategic partner, individual member states and Regional Economic Communities (RECs) via the African Union. The programme will engage with non-governmental partners, notably civil society organizations, women's groups, youth-led organizations, media and the private sector. This will ensure not only that programme activities and African Union initiatives are informed by experiences and priorities of communities, but also that governments will be held accountable to deliver on continental commitments through increased capacity for advocacy and accountability.

The relevance of the Spotlight Initiative Regional Programme is ensured by it being fully aligned to the Africa Spotlight Initiative Investment Plan, with common objectives, pillars, theories of change and a common results framework. It is also aligned with the African Union Gender Strategy (2017-2027), Agenda 2030, and African Union Agenda 2063. It will support the African Union to accelerate the domestication of existing continental commitments related to the Spotlight Initiative objective, with a specific focus on the African Union Gender Strategy and the protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. The programme also considers other relevant commitments, such as the Maputo Plan of Action on the Operationalization of the Continental Policy Framework for Sexual and Reproductive Health and Rights (2016-2030), the African Charter on the Rights and Welfare of the Child, the African Union Roadmap on Harnessing the Demographic Dividend, the African Youth Charter (2006); and the Common Position on Ending Child Marriage in Africa (2015), among others.

5.7 Looking Ahead

Spotlight Initiative programming shows many areas of promising interventions. Collaboration between the European Union and the United Nations is a timely development to promote a model for participatory and multi-stakeholder partnership and programming between governments, UN agencies, and women's civil society organizations. Coordination and leveraging of expertise across Recipient UN Organizations within the same programme strategy aligns with the spirit of one United Nations. Spotlight Initiative programmes are using informed, evidence-based programme design with input from women's rights experts and are scaling up global best practices to eliminate violence against women and girls. Country programmes are engaging in strategizing and linking work across Pillars and in alignment with the 2030 Agenda. Each programme has been thoughtful about the extent to which its strategy connects with and contributes to advancements of the Sustainable Development Goals and the principles of leave no one behind, including through an analysis of intersectionality and its application to programming.

Spotlight Initiative programmes aim to properly resource women's civil society organizations and movements and raise their visibility as an engine of change across all Pillars. The role of women's rights organizations, feminist organizations and movements centres on their expertise and the importance of engaging with a gender and intersectional analysis is often missing from the government and mainstream institutions and from laws, media and services. A central focus of all country programmes is on cultural norms and tackling the roots of discrimination and inequalities with a focus on how to better reach grassroots levels and engage front line workers, feminists, and women and girls who are traditionally left behind, which is unique for a fund of this size. Focusing on establishing stronger gender disaggregated data and research on violence against women and girls, as well as dedicated monitoring efforts through the elaboration of Pillar-specific theories of change could offer an important data revolution and a stronger evidence base for eliminating violence against women and girls around the world.

Chapter 6: Partnerships

6.1 A Partnership to Accelerate the Implementation of the Sustainable Development Goals and United Nations Reform

The Spotlight Initiative is one of the first Sustainable Development Goal funds in the next generation of United Nations model funds. Building on the pre-reform Delivering as One pilot programmes, it is a flagship initiative of the UN Secretary General, as well as the European Union, coordinated by the Executive Office of the Secretary General. As such, the Initiative brings together the collective resources and expertise of the UN Development System. **The Spotlight Initiative as a Sustainable Development Goal acceleration fund is under the direct purview and supervision of the UN Resident Coordinator.**

The Spotlight Initiative is a pioneer fund, as it predates the formal reform process and pilots a holistic approach by applying system-wide technical excellence and the efficiency agenda to programming. To effectively operationalize this initiative, the Spotlight Initiative particularly relies on the capacities and expertise of the core agencies – UN Women, UNFPA and UNDP – in close cooperation with UNICEF and additional sister agencies. With the launch of Latin America and Africa programmes and the approval of new programmes in Central Asia, the Caribbean and the Pacific in 2019, a number of UN agencies joined the Spotlight Initiative as Recipient UN Organizations: UN Women, UNFPA, UNDP, UNICEF, ILO, IOM, OHCHR, PAHO/WHO, UNESCO, UNHCR and UNODC.

Africa	Latin America	Central Asia	Caribbean	Pacific
UNDP	UNDP	UNDP	UNDP	UNDP
UN Women	UN Women	UN Women	UN Women	UN Women
UNFPA	UNFPA	UNFPA	UNFPA	UNFPA
UNICEF	UNICEF	UNICEF	UNICEF	UNICEF
ILO	ILO	ILO	PAHO/WHO	ILO
OHCHR	OHCHR	UNODC		IOM
UNESCO	UNESCO			UNESCO
UNHCR	UNODC			

6.1.1 The Spotlight Initiative as a UN Reform Demonstration Fund

At the vanguard of unchartered territory, setting the path for implementation of a demonstration fund is not without difficulty. By detecting, analysing and solving system-inherent incompatibilities in a pragmatic way, the Spotlight Initiative (in close collaboration with the United Nations Development Coordination Office (DCO)), feeds into advancing the UN Reform process, particularly in operational and business support efficiency. The Spotlight Initiative is piloting elements of the Business Operations Strategy (BOS), for example, harmonized principles of mutual recognition for operation processes, and effective operational collaboration that will benefit the UN system as a whole, including current and future EU-funded initiatives and programmes.

While the Spotlight Initiative is a pioneer of UN Reform, when it comes to both programme design and implementation, pooled funding is not a new phenomenon. However, as Sustainable Development Goal model funds progressively become the norm of operations among UN agencies, inter-agency coordination will increasingly be rooted within the United Nations Development Coordination Office. In becoming so, the necessary flexibility in adapting to evolving circumstances and feeding into ongoing reform – including the pre-existing shift toward pooled funding – will be provided via new policies, guidelines and standards to which the Spotlight Initiative will feed in lessons learned. As a result of the UN Development System repositioning, new Sustainable Development Goal funds can build on the foundations laid by the Spotlight Initiative in leveraging resources.

As a UN Reform demonstration fund, the Spotlight Initiative has supported UN Development System agencies in moving beyond their individual mandates, with focused collaboration at the Head of Agency level. In particular, the Principals of UNDP, UNFPA, UN Women and UNICEF have represented the UN system as a whole for the Spotlight Initiative, including at high-level launches and other high-profile events. The Spotlight Initiative Secretariat has also held regular meetings between the Heads of Agency of the core UN and associated agencies and the Deputy Secretary-General. The objectives of these meetings include driving forward the ambitious Spotlight Initiative agenda and further supporting Resident Coordinators to build upon and amplify existing synergies. This high-level engagement illustrates the whole-of-system commitment to the Spotlight Initiative's mandate.

While the added value of joint implementation has been documented throughout this report, the Principals in particular have reinforced their

commitment to joint implementation, using their visibility to share the work done and to demonstrate their engaged support to this joint EU-UN initiative.

At country and regional levels, key principles of the UN Reform are mirrored within the Spotlight Initiative programmes. Within the United Nations system and together with other development partners, empowered UN Resident Coordinators are driving forward integrated policy and programme response, facilitating better, more systemic coordination of country level activities, and deepening programmatic and implementation synergies, including and beyond the Spotlight Initiative. The Initiative's comprehensive theory of change requires applying a variety of analytical capacities that are now at the disposal of the UN Resident Coordinator. These capacities include the ability to pursue high-level national partnerships and to efficiently proceed with implementation. In addition, the Spotlight Initiative is applying increased transparency standards and accountability for results, as evidenced by the importance placed on multi-stakeholder interactions as described in this chapter. After one full year of field-level implementation, Spotlight Initiative programmes have proven that enhanced coordination yields results.

6.1.2 The Spotlight Initiative as a Sustainable Development Goal Model Fund

The UN Reform, on which the Spotlight Initiative is based, directly serves the 2030 Agenda for Sustainable Development by facilitating development cooperation beyond the work of the United Nations and supporting the joint achievement of the Sustainable Development Goals by all development actors. Building and expanding upon Millennium Development Goals – which did not address significant aspects of violence and discrimination faced by women and girls – the 2030 Agenda gives prominence to eliminating violence against women and girls, specifically under Sustainable Development Goal 5 on Gender Equality (particularly with Sustainable Development Goal targets 5.2 and 5.3) but also under Sustainable Development Goal 16 (under targets 16.1.1, 16.2.2 and 16.2.3).

Violence against women and girls, harmful practices and other forms of discrimination constitute a major obstacle to progress under several other Sustainable Development Goal targets and to the overall achievement of the 2030 Agenda. The Spotlight Initiative not only accelerates investments in and mobilizes a wide range of stakeholders on a crucial and underfunded area of the 2030 Agenda, but also contributes to progress and achievements under a significant number of other Sustainable Development Goals. This

makes Spotlight a Sustainable Development Goal model fund. **Ending poverty (SDG 1) can, for example, only be achieved by eliminating gender-based violence, which prevents women and girls from accessing the public sphere and workforce and deprives women of basic rights and opportunities for well-being.** Violence further undercuts the fundamental right of all women and girls to access the highest attainable standard of health (SDG 3). Violence against girls in school settings directly affects the girls' ability to access inclusive and equitable quality education (SDG 4). Gender-based violence in the world of work and in public places also prevents women's rights to full and productive employment and decent work for all (SDG 8) and to safe, resilient and sustainable cities (SDG 11).

By recognizing the Spotlight Initiative as one of its flagship initiatives, the Secretary General highlighted a vision of the Spotlight Programme as an accelerator to achieve the 2030 Agenda. By reflecting this vision in the placement of the Initiative under the leadership of the UN Resident Coordinator at country level, interventions and results can be better linked with all other efforts of the UN system to achieve the Sustainable Development Goals. In all Spotlight Initiative countries, Spotlight Initiative teams have specifically targeted the mechanisms responsible for reporting on the Sustainable Development Goals and have advocated successfully for the Spotlight Initiative to figure prominently as a central instrument to achieve the 2030 Agenda. Furthermore, by ensuring that the issue of violence against women and girls is prominently integrated across sectoral plans, the Spotlight Initiative has contributed to achieving key results under various Sustainable Development Goal targets.

6.1.3 Inter-Agency Coordination at Global Level

Stronger inter-agency collaboration in the operationalization of the Spotlight Initiative occurred in 2019. The Spotlight Initiative Secretariat held regular meetings with technical focal points at headquarters level of the core agencies of the Spotlight Initiative (UN Women, UNFPA and UNDP) and UNICEF throughout 2019. At the end of the year, a decision was made to expand the agency focal points group to include representatives of all other Spotlight Initiative Recipient UN Organizations (ILO, IOM, OHCHR, PAHO/WHO, UNESCO, UNHCR, UNODC) as well as the UN Development Coordination Office and other relevant UN agencies (OCHA, UNAIDS) in order to draw synergies across programming and ensure wide representation across the UN system. During these meetings, the Spotlight Initiative agency focal points

were provided with key updates on technical matters, managerial matters, and oversight and operational matters, in addition to updates on the Initiative's implementation on the ground. This coordination mechanism allowed the Spotlight Initiative to leverage the expertise of agencies in contributing to programming for both the UN Reform and eliminating violence against women and girls. Through UNICEF's support, the Spotlight Initiative Secretariat's communication capacity has also been enhanced with a full-time digital editor.

Purposeful coordination at global level created a cascading effect of strengthened interagency partnerships at regional and country levels. The Secretariat and agency focal points found creative ways of improving efficiency in the joint pursuit of operationalizing the Initiative's principles. For example, recruitments in Spotlight Initiative countries were fast-tracked through agreements reached at agency headquarters to provide country and regional offices with more flexibility. Moreover, each United Nations agency has its own policy on methods of engagement with implementing partners. Under the Spotlight Initiative, UN country teams were able to develop joint calls for "Expressions of Interest", operating as one United Nations rather than as distinct UN agencies. These joint calls made it easier for grassroots women's organizations with limited capacity to submit applications, which in turn allowed for a swifter and more meaningful engagement with these organizations. This kind of joint process contributes to the building of broader civil society coalitions for the implementation of the Spotlight Initiative.

In 2019, the agency focal points were also instrumental in country programme development and securing the approval of the 13 country and regional programmes in the Caribbean, Pacific and Central Asia, as well as the Africa Regional Programme. They provided inputs on programme guidance, design and budget reviews, and undertook technical field missions as needed. The significant coordination and contributions from these interagency partnerships resulted in both high-quality and rapid programme design within a limited timeframe. For example, staff from UN Women and UNFPA were seconded to support the development of the Caribbean and Pacific Investment Plans. UNDP and UNICEF also carried out a number of dedicated technical field missions.

Additionally, agency focal points supported the preparations for regional and country launches. Agency Principals representing the United Nations system took part, alongside European Union counterparts, in high-level events and launches in **Argentina, Mexico** and the Pacific (**Samoa**). During these missions, the UN Under Secretaries-General met with Heads of State, members of the media and leaders from civil society and public life and delivered messages

of solidarity, cooperation and multilateralism as key ingredients for achieving the Sustainable Development Goals and for eliminating all forms of violence against women and girls. These events elevated the Spotlight Initiative as an EU-UN partnership in the respective countries and regions.

Executive leaders exemplify interagency collaboration

Photo link: https://photos.app.goo.gl/wc39B6BVksqJjT9c6
Credit: UN Women/Amanda Voisard

The Executive Directors of UN Women, UNFPA and UNDP penned an op-ed published in Devex titled "*Reaffirming our promise to end violence against women*" in March 2019 ahead of the 63rd session of the U.N. Commission on the Status of Women.

"The Spotlight Initiative is creating a consortium for change. With it comes an injection of financial and technical support at a scale necessary to tackle this blight. It will assist communities to take action to develop and implement laws and policies to combat sexual and gender-based violence. It will help those, young and old, who build awareness and work to change the behaviour of boys and men. When violence does happen, the Spotlight Initiative will support those who ensure women and girls have the services they need."

Link: https://www.devex.com/news/opinion-reaffirming-our-promise-to-end-violence-against-women-94530

Throughout 2019, there was regular coordination between the Secretariat and agency focal points to provide timely and comprehensive support to the over 25 Spotlight Initiative regional and country programmes across the planning, design and implementation phases. The focal points were in regular contact with regional and country offices, raised successful practices as well as complexities at the global meetings with the Secretariat and shared experiences on programme management and implementation. This exchange allowed for strategic oversight and a clear assessment of how implementation was progressing across regions. As a result, the Secretariat and agency focal points were able to share successful practices to inform programming and swiftly identify complexities, intervening where appropriate.

A Joint Message from Spotlight Initiative core agencies

At global level, focal points from Spotlight Initiative Recipient UN Organizations have collaborated on joint visibility initiatives to demonstrate the UN's commitment to eliminating violence against women and girls. For example, the executive heads of UN Women, UNFPA and UNDP shared a video message of solidarity during the 16 Days of Activism Against Gender-Based Violence. This message said:

"Through the Spotlight Initiative, our teams across the globe are engaging young people to transform the underlying inequalities and misogyny that lead to gender-based violence and eliminate global acceptance of sexual abuse and harassment directed at women and girls. We are confronting the unacceptable normalization of violence against women with investments that ensure governments, women's movements, communities and individuals can take effective action to end this scourge. We recognize that violence is endemic everywhere. We will leave no one behind."

In 2019, the Spotlight Initiative Secretariat and United Nations agencies also jointly designed and delivered various capacity development and knowledge management initiatives. A Repository of Capacity Development Resources[32] on eliminating violence against women and girls was created in coordination with agency focal points. This Repository includes relevant materials from across the UN system to build the capacity of Spotlight Initiative teams to programme the six Pillars of the Spotlight Initiative theory of change. Additionally, the Secretariat created the **Community of the Spotlight Initiative (COSI)** a global

32 Repository of Capacity Development Resources

knowledge platform with integrated linkages to learning platforms by core UN agencies, such as UN Women's Virtual Knowledge Centre and UNICEF's *Agora*. The support of agency focal points at headquarters facilitated widespread and active use of COSI's knowledge platforms at all levels of the Spotlight Initiative. At country and regional levels, all Spotlight Initiative programmes conducted needs assessments and undertook technical learning sessions to strategically target previously identified technical and knowledge gaps. Follow-up surveys allowed lessons learned from previous sessions to inform future capacity development initiatives, continuously increasing the technical capacities of regional and country teams.

The various initiatives undertaken in coordination with agency focal points directly increased the technical quality of Spotlight Initiative programmes and the capacities of its regional and country teams. Through thorough knowledge exchange, dissemination and uptake, as well as through capacity strengthening on evidence-based programming methodologies, regional and country teams were equipped to comprehensively implement Spotlight Initiative programmes and contribute to the elimination of violence against women and girls. The effective inter-agency coordination integral to the Initiative has paved the way for a new way of working across the UN system and set a successful foundation for accelerating the UN Development System Reforms.

6.1.4 Modelling UN Reform: Inter-Agency Coordination at Programme Level

At programme level, embodying the principles of the UN Development System Reform, country and regional teams have established innovative structures of coordination and implementation, with the objectives of smooth collaboration, deeper synergies and reduced transaction costs. This is particularly illustrated by the central role played by the UN Resident Coordinator, who is leading the UN country team towards an integrated whole-of-system working model that supports the Spotlight Initiative implementation, with accountability and impartiality. The UN Resident Coordinator works in high-level coordination with key stakeholders and partners, such as government representatives at the highest level, EU Heads of Delegation, Civil Society National Reference Groups, national religious leaders and Chief Executive Officers of private sector companies. In a majority of Spotlight initiative teams, a dual reporting line has been established for the Spotlight Initiative Coordinator and relevant technical officers to strengthen oversight from a managerial, technical and coordination point of view.

A New Way of Working in Zimbabwe

The Spotlight Initiative in **Zimbabwe** has been particularly successful in operationalizing the new way of working and embodying the principles of UN Reform. At the beginning of implementation, the country team developed a model of collaboration to ensure that the Spotlight Initiative is delivered jointly. Features of this model include the joint development of terms of reference and joint action plans for the coordination of interventions that target a particular institution or beneficiary. Members of the Spotlight Initiative Inter-Agency Technical Team were also invited to participate in each agency's interventions (including meetings, conferences, and trainings) as technical experts, facilitating the holistic design and delivery of the programme across Outcome areas in Spotlight Initiative districts. The Spotlight Initiative Coordination Unit conducted a mapping of this joint approach in October 2019 to assess how deepened joint engagement enabled the Spotlight Initiative team to deliver more comprehensive and cross-cutting activities.

Additionally, the Spotlight Initiative Inter-Agency Technical Team integrated sessions on effectively mainstreaming disability issues in the programme into training for both the country team and the implementing partners. These sessions reflect the dedication of the Spotlight Initiative in Zimbabwe to both joint coordination and the principle of leaving no one behind.

In Zimbabwe, agencies also worked together to safeguard the meaningful joint engagement of civil society. Recipient UN Organizations developed a harmonized Spotlight Initiative call for "expressions of interest" for identifying implementing partners and have collectively drafted related terms of reference. The agencies also collectively selected civil society organizations to participate in joint capacity-strengthening seminars to learn about modalities for implementation, such as movement building, social accountability, and co-creation techniques.

Ultimately, this new way of working in Zimbabwe has increased programmatic and managerial efficiency, streamlined technical expertise, and allowed for a more comprehensive method of programming for eliminating violence against women and girls thanks to its whole-of-system approach.

Under the Spotlight Initiative, UN organizations have also developed new and innovative approaches to increase transaction efficiency and take advantage of synergies to avoid overlaps. This is in line with the UN Secretary General's vision of a **new generation of country teams** that are able to focus on being more responsive and able to lead the UN's integrated and impactful contributions at country level. In **Malawi and Mali,** for example, Spotlight Initiative teams are co-located to facilitate day-to-day interactions and exchanges. The establishment of field teams focused on ensuring key functions, rather than individual posts, were covered with adequate resources. This approach gave each Spotlight Initiative programme the flexibility to adapt the team setup according to the needs of the context and existing capacities. Critically, this also ensured teams were not structured under siloed agency-by-agency roles but rather as one cohesive Spotlight Initiative office. Co-location has also been an opportunity for stronger and more harmonized branding of the Spotlight Initiative and the EU-UN partnership, with programmes showcasing the Spotlight Initiative logos and holding some Spotlight Initiative activities in their office spaces.

Co-location in Malawi: The Spotlight House

The key strategic priority of the Spotlight Initiative Secretariat in Malawi is safeguarding the principles of the UN Reform. Consequently, at the beginning of implementation, the Secretariat organized an interagency meeting to reflect on lessons learned from joint programmes and to adopt good practices. One of the decisions to come out of this meeting was to co-locate in one office, in what became known as "The Spotlight House."

All core team activities take place in the Spotlight House, which has fostered close interagency ties, reduced miscommunication, and allowed the team to work more efficiently. An innovative arrangement was also found to share the space with other programme teams to optimize cost saving. The Spotlight House has also presented a valuable opportunity for visibility, as three nearby signposts were branded with the Spotlight Initiative logo and donor banner, which increased recognition of the initiative as a joint EU-UN initiative among the local communities.

Because of the success of co-location at the Secretariat-level in Malawi, Spotlight Initiative district coordinators also adopted this model, negotiating an arrangement with the Ministry of Local Government and Rural Development and with district councils to work in close proximity

to government gender officers and social welfare officers. The daily UN-government interaction that resulted from this district co-location has allowed for on-the-job capacity-building for district officials and helped to create a strong sense of ownership of the Spotlight Initiative by local authorities.

During the design of country and regional programme documents, Spotlight Initiative teams adopted various approaches, guided by their specific context and existing mechanisms of technical coordination, to **ensure technical coherence** between Outcome areas and across Recipient UN Organizations. In all countries, a technical committee composed of technical officers from the Recipient UN Organizations was set up. In most countries, this committee also includes technical officers from the EU delegation and relevant ministries and, in some cases, civil society representatives from the Civil Society National Reference Group. In 2019, these technical committees often served as the engine of the Spotlight Initiative, allowing respective stakeholders of the programme to collectively collaborate on specific interventions, share knowledge, and better integrate political, technical and managerial inputs from important partners such as the EU, governments and civil society organizations. In some cases, this technical committee was developed as a sub-entity of the UN Gender Coordination Group, or other similar coordination structures of the United Nations. This set-up helped the Spotlight Initiative integrate with other relevant initiatives in the country or region.

In most countries, a specific Recipient UN Organization was identified to provide dedicated technical support and analysis to the Resident Coordinator. In line with the principles of the UN Reform, the Recipient UN Organization was not made accountable for technical coordination, as this responsibility rests with the UN Resident Coordinator. Rather, the Recipient UN Organization provided regular updates to the Resident Coordinator on the technical soundness of interventions, on potential gaps or overlaps between Recipient UN Organizations, and on opportunities for innovation. The Recipient UN Organization would also play a crucial role in terms of knowledge management, documentation of promising practices and identification of lessons learned.

Additionally, some Resident Coordinators decided to **allocate specific technical responsibilities to Recipient UN Organizations by Outcome area**. In these countries, the Pillars were distributed among the Recipient UN Organizations, identified as “Pillar leads”. Within their respective Pillar and Outcome areas, the lead Recipient UN Organization is responsible for

mobilizing key stakeholders and constituencies, disseminating guidance from the UN Resident Coordinator, the Spotlight Initiative coordination team or the technical coherence Recipient UN Organization, and overseeing monitoring activities within the Pillar. The Spotlight Initiative Secretariat has been monitoring the Pillar lead system closely and will be conducting a specific assessment of this practice to inform wider conversations within the UN system about technical coherence under UN Reform.

In parallel, several Spotlight Initiative country teams **integrated administrative and operational procedures**, such as joint procurement or human resource processes, in line with the Business Operations Support initiative spearheaded by the Development Coordination Office as part of the UN Reform. By streamlining expertise, reducing transaction costs and leveraging economies of scale, country and regional teams benefited from accelerated programme implementation.

In **Liberia**, under the leadership of the UN Resident Coordinator, Recipient UN Organizations identified areas in which agencies could develop cost-shared budgets instead of financing and implementing similar activities separately, an effective cost-saving technique. In **Mali,** the Secretariat organized a series of interagency meetings to harmonize procedures for implementing partner selection, joint evaluations and monitoring, and joint reporting. In **Zimbabwe**, the country team also developed joint terms of reference before proceeding with recruitment and procurement. Some country teams, such as **Honduras** and **Mexico**, organized joint field missions to build relationships with local and district-level government authorities and community leaders. Country teams in **Honduras,**[33] **Malawi, Nigeria** and **Zimbabwe** (among others) successfully managed the selection of implementing partners through a first-of-a-kind joint process, issuing a single and simplified "call for proposals" or "expressions of interest". The joint calls integrated all civil society organization interventions across all Outcome areas into one partner selection process, allowing the applicants to submit one application to one United Nations counterpart instead of responding to multiple calls and following multiple Recipient UN Organization-specific processes. In **Mexico**, the country team convened an interagency panel specifically to select consultants, experts, and implementing partners, in addition to streamlining administrative and financial rules and regulations. In addition to ensuring coordination between UN agencies, these joint procedures facilitated a more transparent and streamlined process for civil society organizations, simplifying application

33 In Honduras, this was done through the UN Trust Fund to End Violence against Women Call for Proposals specifically.

procedures and guaranteeing that more national, local and grassroots organizations can apply and be selected as implementing partners.

6.2 The Foundation of the Spotlight Initiative: the EU-UN Partnership

The EU-UN partnership is at the heart of the Spotlight Initiative. Both multilateral organizations share the core principles of human rights, multilateral cooperation and achievement of the Sustainable Development Goals. Through their record investment to address all forms of violence against women and girls, the European Union proposed a new form of collaboration with the United Nations, illustrated by the Spotlight Initiative's governance mechanisms and by the involvement of EU teams as partners at all levels of the Initiative. This new model of partnership effectively combines the competitive advantage of two multinational organizations. This partnership contributed greatly to the progress the Spotlight Initiative made in 2019, in terms of strategic planning, communications, visibility, advocacy and advice to national governments and mobilization of non-traditional partners.

From a programme governance perspective, the EU members of the Spotlight **Governing Body** maintained regular exchanges to define the strategic direction of the various programmes, as well as to mobilize their respective institutions and other stakeholders on the Spotlight Initiative's objectives as described in the Governance, Chapter 3 of this report. The EU has also been a key contributor of the Spotlight Operational Steering Committee, responsible for key operational decisions, strategic guidance and for the approval of all Spotlight Initiative programmes and their funding allocations.

Collaborating in the day-to-day strategic direction of the Initiative, the **Spotlight Secretariat and the EU Directorate-General for International Cooperation and Development (DG DEVCO)** held weekly exchanges, coordinated actions and jointly advised EU and UN teams at all levels. The regularity of exchanges, the number of joint EU-UN guidance notes issued for the benefit of field level coordination amongst UN country teams and EU delegations, and candid discussions to troubleshoot bottlenecks all demonstrate the close relationship between the EU and the UN. In 2019, the EU provided support not only on the implementation of the Latin America and Africa programmes but also on the design phase for 13 programmes in the Caribbean, Pacific and Central Asia, a strong illustration of the integrated work of the Spotlight Secretariat and the EU Directorate-General for International Cooperation and Development.

Similarly, at country and regional level, **EU delegations** are a strategic partner for the United Nations in the design and implementation of the Spotlight Programme, and an influential member of its governance mechanisms. EU delegations provide regular inputs to all aspects of programming (including identification of interventions, implementation, coordination, monitoring, communication and visibility) and are consulted on all major decisions made by the UN teams. EU delegation officers are also full members of the technical committees that handle day-to-day management of the Spotlight Programme activities.

Furthermore, EU Heads of Delegation and Heads of Cooperation play a crucial role in positioning Spotlight Initiative interventions on the political agenda of governments and addressing complexities in the programmes' relationship with national counterparts. In **Mali, Niger** and **Uganda**, for example, EU delegations worked hand-in-hand with UN Resident Coordinators to address government concerns regarding the scope and coverage of Spotlight Initiative programmes. These delegations were heavily involved in negotiations to ensure that the integrity of the Initiative was maintained when modifications were made to the programmes' activities.

The close involvement of EU delegations in the Spotlight Initiative also allowed for synergies and cross fertilization to take place with other EU initiatives. In **Malawi** and in **Papua New Guinea**, the EU delegation played a significant role in supporting the UN team's efforts to coordinate its activities and interventions with ongoing programmes funded by the EU and by other EU-member states. This contributed to significant synergies and economies of scale and demonstrated to government counterparts and civil society organizations that development partners work more efficiently when they speak with one voice. In **Argentina**, the Spotlight Initiative team collaborated with Win-Win, a programme implemented by UN Women and ILO and financed by the EU,[34] and Eurosocial, the Programme for Social Cohesion in Latin America, to leverage the country expertise and community reach of these two existing programmes.[35] The **Latin America Regional Programme** also worked closely with Eurosocial to promote the Latin American Model Protocol for the Investigation of Gender-Related Killings. These partnerships

34 Win-Win is a three-year programme that is jointly implemented by the International Labour Organization and UN Women and is funded by the European Union. The programme promotes the economic empowerment of women by driving organizational change regarding gender equality as a necessity for competitive business performance.

35 EUROsociAL is a leading European Union regional technical co-operation programme that aims to promote social cohesion in Latin America and the Caribbean through the support to national public policies oriented to improve social cohesion and through the strengthening of institutional capacities for their implementation.

allowed the Spotlight Initiative to benefit from an enabling environment in which local communities were familiar with EU-UN joint interventions in the realm of gender and development and thus were open to the development of the Spotlight Initiative in the region.

Synergies with EU Programmes in Argentina

In **Argentina**, the Spotlight Initiative country team built from the progress that the EU funded **Win-Win** made in preventing and addressing harassment in the workplace. The two programmes worked together to further promote the guidelines established in Convention No. 190 and Recommendation No. 206 on violence and harassment in the world of work.[36]

The Spotlight Initiative also partnered with Win-Win on a workshop for business chambers and trade unions to share toolkits and tips on implementing these toolkits to promote changes in business practices. The goal of this workshop was to equip business and trade representatives with accurate information on violence against women and girls, gender equality, and respectful relationships so that they would promote changes within their trade unions and address violence against women and girls in both internal rules and regulations and agreements with companies and government.

Additionally, an international expert from **Eurosocial, an EU funded programme for social cohesion in the region**, joined the Spotlight Initiative roundtable on the Assessment of the Prevalence and Incidence of Violence against Women. This roundtable was created to develop the methodological strategy for the survey, on which the expert was able to offer valuable insights on implementing. The expert has continued to support the Spotlight Initiative in **Argentina** ever since. The collaboration with Eurosocial spans all the way to the Spotlight Latin America Regional Programme.

These partnerships have improved the quality and reach of Spotlight Initiative activities and allowed the Initiative to contribute to and expand upon the results that the European Union has achieved in Argentina.

36 In 2019, at the Centenary International Labour Conference, International Labour Organization Member States adopted the Convention No. 190 and Recommendation No. 206 on violence and harassment in the world of work. The convention provides a clear framework for action and an opportunity to shape a future of work based on dignity and respect, free from violence and harassment.

Finally, the EU and the UN enjoyed a rich collaboration on **communications and visibility efforts**, with the work achieved from the Initiative's inception to the close of 2019 positioning both foundational entities as leading players amongst the development community. From coordinating outreach efforts to Member States, to jointly planning major events, to developing new creative campaigns and content, both entities have worked in sync to increase public awareness on violence against women and girls and illustrate the positive impact of their partnership on the lives of millions of women and girls.

In particular, the Spotlight Initiative worked closely with the **Communications Unit of the European Commission Directorate-General for International Cooperation and Development** on communications and visibility efforts, from social media to campaign and event activations. The weekly meetings and close collaboration among colleagues contributed to the Initiative's outreach and programmatic success. The teams are jointly developing a new umbrella digital engagement campaign and platform to promote the elimination of violence against women and girls, which will be launched in the first quarter of 2020.

In addition, the trailblazing nature of the collaboration with the EU provided high levels of visibility to the EU-UN partnership for the Spotlight Initiative. This partnership stands as a collaborative example for the sector and community of practice as a whole. It is further presented in Chapter 10 on Communications and Visibility of this report.

6.3 Partnering with and Supporting Civil Society

A key cross-cutting principle of the Spotlight Initiative is "leaving no one behind". At its core, this principle requires the meaningful engagement of women's rights and feminist groups and relevant human rights-based civil society organizations, including those representing groups facing intersecting forms of discrimination.[37] Civil society, and in particular autonomous women and feminist groups and movements, account for the major progress made on eliminating violence against women and girls over decades. From raising the issue of violence against women and girls on national and international agendas and expanding the definition of gender-based violence (as well as its recognition as a violation of women's human rights) to advancing policy reforms, civil society has offered critical expertise and leadership for the Spotlight Initiative to achieve transformative and sustainable change.

37 For example, women and girls living in rural communities, women and girls who are survivors of violence, women and girls living with HIV/AIDS, women and girls from ethnic minorities and indigenous communities, women and girls living with disabilities, etc.

Civil society's partnership with the Spotlight Initiative is multifaceted and diverse. As a core partner of the Spotlight Initiative, civil society has shaped the Initiative from its inception; advising, monitoring and guiding the implementation of the programme throughout its lifecycle. Civil society representatives are represented in Spotlight's governance and decision-making structures at national, regional and global levels as **Civil Society Reference Group** members and **as representatives on the National or Regional Steering Committee and the global Operational Steering Committee**. Civil society also holds an equal seat at the highest advisory mechanism: the Governing Body. Furthermore, civil society actors receive funding across all six Outcome areas. **In total 50 per cent of the approved Spotlight Initiative programmatic funds as of 2019 are budgeted to be delivered by civil society organizations as implementing partners, vendors and grantees (amounting to USD 124 million).**[38] In 2019, the Spotlight Initiative actively worked to address the existing power dynamics between larger, often international non-governmental organizations and smaller organizations through deeper investment in building institutional capacities and stronger outreach to local and grassroots organizations.

The partnership with civil society is guided by a human rights-based approach and national ownership, including the central principle of non-discrimination and equality (embodied in leaving no one behind). As a Sustainable Development Goal model fund, the Initiative aims to demonstrate a new paradigm of working with civil society that is equal, inclusive and comprehensive. This radical approach is moving the needle in how the United Nations is partnering with civil society. Going beyond mere representation, the Spotlight Initiative is working to ensure that civil society is meaningfully and deeply engaged as an equal partner with ownership in programming and its results. With thanks to the persistent advocacy efforts of women's rights and feminist groups, the Spotlight Initiative is able to course correct and be held accountable for its commitments, and, as such, is better able to deliver. The partnership with civil society is presented in detail in Chapter 7.

38 Excluding the Safe and Fair Programme, for which data was not available.

6.4 Programme Level Partnerships

6.4.1 Partnership with Governments and National Institutions

All activities of the Spotlight Initiative are designed under the framework of the respective targeted countries' multiannual **United Nations Sustainable Development Cooperation Framework** through extensive consultations with government officials. In light of the cross-cutting nature of efforts to prevent, respond to and eliminate violence against women and girls, the Spotlight Initiative requires a multisectoral approach and the involvement of a wide range of national institutions. Across all Spotlight Initiative programmes, a diversity of government representatives from a wide spectrum of institutions and sectors have been involved in the design, implementation and monitoring phases of the Initiative.

Programme National Steering Committees are co-chaired by national governments and the UN Resident Coordinator, ensuring coordination and coherence between the UN country teams and government. Spotlight Initiative teams have also set up new mechanisms and helped reinforce or re-activate existing platforms of information-sharing and coordination for regular exchanges with government partners. In **Niger**, for example, with support from the Spotlight Initiative, the Government set up a "**task-force**" composed of gender focal points across all relevant ministries, to provide strategic advice, regularly inform their respective teams on the Initiative, and ensure leadership and ownership of the Programme by the Government. In **Malawi**, the Spotlight Initiative formed a **tripartite partnership** with the Ministry of Gender and the National Council for Higher Education to establish a framework for partnership and collaboration on addressing gender inequality, and gender-based violence more specifically, in the realm of higher education. In **Zimbabwe**, the Spotlight Initiative partnered with the host ministry, the Ministry of Women Affairs, Community, Small and Medium Enterprises Development, to establish an **Inter-Ministerial Spotlight Initiative-Government Technical Team**. This mechanism provides a multisectoral platform for government engagement and invites national authorities to provide strategic direction and support implementation. In **El Salvador**, the Spotlight team leveraged the existing **Triad of the Legislative Assembly**, which includes the Women's Parliamentary Group, the Gender Unit and the Women's Commission, to include issues related to violence against women and girls in the **parliamentary agenda** and to address eliminating violence against women and girls with deputies outside the Triad.

In 2019, national governments were encouraged to adopt a two-dimensional approach when implementing their national strategies to eliminate all forms of violence against women and girls. First, governments were encouraged to take a whole-of-government approach — setting national priorities based on their own circumstances while ensuring that all government ministries and national institutions are pushing in the same direction. The success of the Spotlight Initiative depends on the ability of governments to foster institutional collaboration and create ownership across national institutions. Second, governments were guided to consider a whole-of-society approach — providing leadership to mobilize their population and harness the contributions of a diverse set of stakeholders, including civil society organizations, communities, traditional and religious leaders, private sector companies, and other influential actors.

Engagement at the highest level of government

The Spotlight Initiative has invested in mobilizing governments at the highest levels as a way to secure a truly transformative agenda. In **Niger**, a joint government-EU-UN Task Force was established to provide oversight and coordination of government engagement in the Spotlight Initiative. This Task Force convened working sessions at the executive level, working with the Public Policy Analysis and Government Action Evaluation Unit of the Office of the Prime Minister, H.E. M. Brigi Rafini. The aim was to solicit government inputs on the Spotlight Initiative, to agree on analytical frameworks, to better understand the national sociocultural context, and to improve the connection among the six Pillars. Additionally, the President of Niger, H.E. Mahamadou Issoufou, articulated both his personal commitment and the commitment of the Nigerien government to the Spotlight Initiative during a speech at a high-level event on eliminating violence against women and girls organized by the UN and the EU on the sidelines of the 74th session of the UN General Assembly. In this speech, the President underscored his appreciation of the Spotlight Initiative's support to his Government's ambition to fight harmful practices against women and children. In **Malawi,** the Chief Secretary of the Office of the President and Cabinet provided strategic oversight of the Spotlight Initiative. This executive-level involvement not only resulted in stronger governance and accountability but also facilitated the active participation and commitment of senior government actors at national and subnational levels in turn.

In addition, by engaging Heads of States and Prime Ministers in messaging and in events, the Spotlight Initiative has highlighted the commitment of governments, while leveraging the platform to disseminate messages, raise

awareness and contribute to social norms change. For example, during the reporting period, respective Heads of States participated in several national launches. President of Honduras H.E. Juan Orlando Hernández Alvarado attended the national launch in **Honduras;** President of Argentina H.E. Mauricio Macri participated in the national launch in **Argentina;** and President of Mexico H.E. Andrés Manuel López Obrador joined the national launch in **Mexico.** In addition, Prime Minister of **Samoa,** H.E. Tuilaepa Fatialofa Lupesoliai Sa'ilele Malielegaoi, and Secretary-General of the African, Caribbean, and Pacific Group of States, Patrick Gomes, participated in the regional high-level event for the Pacific Regional Programme, organized in Apia, Samoa, in February 2019. The President of **Niger,** H.E. Mahamadou Issoufou, and the Prime Minister of **Jamaica,** H.E. Andrew Michael Holness, also spoke at the Spotlight Initiative high-level event during the 74th Session of the United Nations General Assembly in New York.

Engagement with and across ministries

From its inception, the Spotlight Initiative identified that resource strategies must go beyond the Programme's budget alone to mobilizing governments – particularly finance ministers and their treasuries – to put together packages that unleash financing for development, both from other ministries as well as from private investors and businesses. This mixed approach of using development finance to mobilize additional finance towards sustainable development or blended finance was reflected in a majority of Spotlight Initiative programmes. In **Liberia**, to sustain multisectoral, targeted gender-sensitive interventions, gender-responsive planning and budgeting (GRPB) has been piloted in the Ministry of Justice (MoJ), Ministry of Health (MoH) and Ministry of Gender, Children and Social Protection (MGCSP). This work has contributed to increased commitment and resource allocation on addressing violence against women and girls in Liberia. For the first time, the Government allocated resources for the 2019/2020 fiscal year to mainstream, sustain and institutionalize gender-responsive planning and budgeting.

In 2019, Spotlight Initiative teams also advocated to national institutions for blended finance, which has the potential to unleash greater levels of financing for eliminating violence against women and girls. Efforts are ongoing to ensure that the resources mobilized unlock higher levels of national investments in the sector, from national and local governments, as well as from the private sector. In **Niger**, advocacy efforts to reflect issues related to violence and harmful practices in the plans of various sectors are supported by a "task force", constituted of the gender focal points in each Ministry. This task force was set up through the Spotlight Programme's activities and is receiving technical

support from the Spotlight Initiative team. The Spotlight Initiative's **Safe and Fair Programme** enhanced collaboration between ministries of labour and ministries of women in all countries in which the programme operates, thus creating an enabling environment where work on labour migration and eliminating violence against women was connected. This ongoing effort has contributed to shaping political discussion across the region. Additionally, in partnership with the **Ministry of Foreign Affairs**, in **Viet Nam**, the Safe and Fair Programme built capacities of diplomats of embassies and consulates regarding providing sensitive support to survivors of violence against women, including women migrant workers, recognizing the key role they play as front-line service providers.

Multi-partnerships with line ministries in Cambodia

In **Cambodia,** the Safe and Fair Programme successfully advocated for, and provided technical support to, the Cambodian Ministry of Women's Affairs to ensure the 3rd National Action Plan on Violence Against Women (2019-2023) was migration sensitive. Furthermore, the Safe and Fair Programme, in partnership with the National Committee for Counter Trafficking in Persons and the Ministry of Social Affairs, Veterans and Youth Rehabilitation enhanced capacities of frontline service providers on violence against women and trafficking identification. The programme also worked with the Cambodian Ministry of Tourism to develop skills training in the tourism sector with a special focus on women migrant workers. The Safe and Fair Programme inputs included addressing sexual harassment, as well as harmful stereotypes of women that can be used as an excuse for inflicting violence and harassment in the hospitality sector.

Engagement with other national institutions: Legislative bodies and parliament

In 2019, the Spotlight Initiative partnered with legislative bodies and officials with the aim of bringing about transformative and systemic change in legal frameworks surrounding violence against women and girls, as these entities play a critical role in addressing the impunity of perpetrators and protecting survivors' rights. Through training of officials or representatives and advocacy work, the Spotlight Initiative worked to mainstream a gender perspective and facilitate the drafting of bills and the enactment of regulations promoting the elimination of violence against women and girls. In **El Salvador,** the political

situation required strengthening dialogue between actors and placing the issue of femicide and violence against women at the forefront of the public and legislative agenda. In this context, the Spotlight Initiative fostered a space of encounter and trust with the Triad of the Legislative Assembly, which includes the Women's Parliamentary Group, the Gender Unit and the Women's Commission. This alliance has made it possible to include issues related to violence against women and girls in the parliamentary agenda. Additionally, several Spotlight Initiative country programmes trained officials from legislative bodies on gender-based violence. For instance, in **Argentina,** the Spotlight Initiative trained staff employed by the commissions of the House of Representatives and the Senate on gender-based violence, femicide and gender mainstreaming in the parliamentary agenda.

To reinforce a rights-based approach aligned with international standards in laws, policies and regulatory frameworks, the Spotlight Initiative in **Liberia** strengthened partnerships with the Law Reform Commission, the **Independent National Commission** on Human Rights and Legislative Drafting Bureau personnel. These partnerships focused on strengthening capacities to design and implement interventions and to take rights-based approaches in bill drafting and advocacy. In **Zimbabwe,** the Spotlight Initiative partnered with the Zimbabwe Human Rights Commission and the Zimbabwe Gender Commission to strengthen accountability and monitoring mechanisms, in order to ensure the Government's compliance to national, regional and international gender commitments, and to drive forward activities under Pillars 1 and 2. The Spotlight Initiative programme in **Honduras** worked with the Inter-Institutional Commission against Violent Deaths of Women and Femicide, which is led by the Human Rights Secretariat and the National Women's Institute, and which includes various institutions of government, the women's movement and civil society. Support from the Commission was critical to advancing the Spotlight Initiative's agenda, which demands a rapid response from the State in the investigation of violent deaths and femicides, as well as in the prosecution of the aggressors.

Survivors of violence who face multiple and intersecting forms of discrimination are often at the back end of justice service delivery. The Spotlight Initiative aims to address the numerous barriers to obtaining justice, from discrimination to corruption, in order to ensure that all survivors have equal access to justice. For instance, in **Zimbabwe**, during the 2019 16 Days of Activism, the Spotlight Initiative collaborated with the Judicial Services Commission to 'Orange' the

Harare Magistrates Court,[39] which handles the majority of the gender-based violence cases in the country. This one-year symbolic action resulted in a request from the Judicial Services Commission for further support from the Spotlight Initiative to enable the judiciary to strengthen access to justice for all women and girls. In response, Spotlight Initiative's Recipient UN Organizations developed a joint action plan to support the Judicial Services Commission through a series of actions in 2020. In **El Salvador,** the team strengthened the capacities of the Supreme Court of Justice and the Office of the Attorney-General of the Republic to guarantee women's access to justice in part by generating a curriculum proposal for the Prosecutorial Training School. The Spotlight Initiative also supported the updating of the Inter-Institutional Protocol of Action on Feminicide, which will provide tools to the Attorney-General's Office, the police and the Procurator-General's Office to better investigate cases of violence against women and girls. Capacities have also been strengthened in the case of the Attorney-General's Office. With the key support of the Spotlight Initiative, the Supreme Court of Justice also updated its Gender Equality Policy, a key institutional management tool for promoting and monitoring the adoption of the principle of equality and non-discrimination.

From local to national: engagement across all levels of government

Across the majority of Spotlight Initiative programmes, significant responsibility for eliminating violence against women and girls has been decentralized to local governments and institutions. Because subnational authorities and networks are often the first interface for survivors of violence, the Spotlight Initiative worked to strengthen the capacity of local-level institutions and organizations to implement strategies for eliminating violence against women and girls and to shape successful prevention and response programmes. This partnership has been crucial to achieving subnational ownership and community buy-in.

In **Nigeria, Mexico** and **Argentina**, Spotlight Initiative teams supported federal and national actors to address contradictions between national and federal laws as well as to better delineate the roles and responsibilities of the different levels. In **El Salvador, Malawi, Mali, Mozambique** and **Nigeria**, the Spotlight Initiative supported dedicated trainings of local government officers on gender equality and violence against women and girls and supported districts and municipalities to design plans that include prevention strategies,

39 The Spotlight Initiative worked with the Judicial Services Commission to light up the Harare Magistrates Court in an orange colour.

coordination mechanisms and referral pathways for survivors of violence, as well as other relevant measures. In **El Salvador,** numerous efforts have been undertaken at municipal level to strengthen the capacities of municipal governments to address strategies for the prevention of violence against women and girls and to strengthen the National System for the Comprehensive Protection of Children and Adolescents, the Local Rights Committees, and the Municipal Committees for the Prevention of Violence. These bodies promote coordinated work among public institutions with responsibilities in the care and protection systems through inputs, diagnoses, transfer of methodologies, preparation of plans and monetary transfers. As such, their coordination with the Spotlight Initiative is essential to the work of eliminating violence against women.

In **Argentina** the Spotlight Initiative team worked to reduce implementation gaps in order to guarantee the rights of all women and girls. The Spotlight Initiative partnered with governmental stakeholders to either boost or reformulate many pending policies and initiatives. In Buenos Aires province, activities to prevent violence against women and girls were implemented at the local level in partnership with Pilar and Lanus municipalities.

6.4.2 Other Programme Level Partnerships

Under the 2030 Agenda for Sustainable Development, the Global Partnership, Goal 17, is an essential instrument for capturing expertise and mobilizing financial as well as in-kind resources from multiple sources, including the **private sector**. The Spotlight Initiative believes in the ability of the private sector to play an active and central role in contributing to the elimination of violence against women and girls. To advance its comprehensive theory of change in 2019, the Spotlight Initiative worked with the private sector on common agendas, leveraging collective strengths to eliminate violence against women in the workplace. Through workshops on social norms and toolkits focused on the elimination of gender violence and harassment in the workplace, the Spotlight Initiative enabled private sector actors to become change agents in cases of gender-based violence and harassment. In **Argentina,** the inclusion of ILO as a Recipient UN Organization gave rise to innovative partnerships with **business chambers and trade unions.**[40] The **Safe and Fair Programme** team also worked closely with trade union

40 Industrial Union of Argentina, the Buenos Aires Province Industrial Union, Renault and AVON Foundation, UOCRA Foundation, and representatives of hotel and gastronomic workers -UTHGRA- and representatives of domestic workers -UPACP.

representatives to create an instruction manual for organizing women migrant workers into trade unions.

In 2019, the Spotlight Initiative also partnered with **arts** organizations. In **Honduras**, the Spotlight Initiative team collaborated with an organization called **Women in the Arts** to promote equality and change social norms through art, technology, and cultural heritage. In **Zimbabwe,** the Spotlight Initiative partnered with a **film and theatre production company** called Rooftop Promotions to stage a performance on violence against women and girls in public spaces at a women's festival. Before the performance, the Spotlight Initiative team, together with Rooftop Promotions, conducted sessions in a violence against women and girls hotspot in a Spotlight Initiative district to sensitize the community on healthy masculinities. This partnership enabled the Spotlight Initiative to reach a wider audience for this issue and to more effectively advocate for reforms to end violence against women and girls in public spaces, thereby elevating the issue of violence against women and girls from the private to the public space.

Women in the Arts in Honduras

Credit: Spotlight Initiative; Intibuca, Honduras, November 2019

Samuel, 18, volunteers at Women in the Arts, a Spotlight Initiative-supported association in Honduras that uses creativity to engage young people to challenge gender stereotypes that perpetuate violence. Through workshops, Women in the Arts employs drama and art illustration to make young people reflect on social norms and suggest solutions to break the cycle of violence in their communities. Samuel is one of an estimated 15,000 teenagers who will benefit from similar Spotlight Initiative-funded interventions over the next three years in Honduras. The majority of the Initiative's investment (26 per cent) is focused on preventing violence. The Initiative is also building the capacity of local stakeholders to reach young people and populations facing multiple and intersecting forms of discrimination.

The Spotlight Initiative also collaborated closely with the **media** as a key ally in debunking gender stereotypes and raising awareness about women and girls' rights. In **Malawi**, the Spotlight Initiative Media Network was established to promote gender-sensitive media coverage and transform harmful behaviours, attitudes and social norms. Composed of 53 reporters from national media houses (public and private) and from community radio stations, the Spotlight Initiative Media Network promotes appropriate and technically informed reporting of sexual and gender-based violence and aims to build the capacity of national media outlets to adequately report on violence against women and girls. In **Mali,** the Spotlight Initiative partnered with local radio stations, particularly those in rural communities, on sensitization campaigns to contribute to changing norms, perceptions, and attitudes around gender equality. In **Nigeria,** the Spotlight Initiative convened capacity-building events with media practitioners on effectively communicating key messages related to violence against women and girls and harmful practices. These media practitioners were also trained on reportage techniques on violence against women and girls. As a result of this partnership, Spotlight Initiative media partners reached 704 community members (324 women, 380 men) with culturally and age-appropriate information.

Spotlight Initiative Agreement with Argentinian media to improve the quality of the news published on gender-based violence and femicide

The Spotlight Programme in Argentina partnered with media executives, providing them with briefing materials to promote responsible communication and debunk myths on comprehensive sexual education (ESI, in Spanish), as well as with ten recommendations on how to communicate news on violence against women and girls and femicide.

The goal is to promote responsible news coverage on cases of violence against women and girls and femicides and to reinforce gender equality. The activity took place in September in Salta and in November in Jujuy and was adapted and conducted in as well Buenos Aires. In 2020, it is expected that such activities with the media, especially with Grupo Clarin (the largest media outlet at a national level), will continue in the Province of Buenos Aires and other provinces. This activity entails a high level of visibility and contributes to promoting the issue of violence against women and girls in the public agenda. Some additional positive outcomes include the creation of journalist networks with a gender perspective and the creation of gender editor positions in more important and far-reaching local media (in Salta and Jujuy). Overall, the Spotlight Initiative team found that the news on the disappearance of women, sexual abuse, and femicide was approached in a more responsible manner.

The Spotlight Initiative believes that **traditional and religious leaders** are instrumental to help "move the needle" to end harmful practices and transform cultural norms around violence against women and girls. While traditional practices are often used to justify violence, they are also the corollaries of economic need and poverty. In **Liberia**, the Spotlight Initiative partnered with 112 traditional leaders and offered economic empowering workshops as well as seed funding to set up their business. In doing so, the Spotlight Initiative aimed to prevent and reduce the incentives to perpetuate female genital mutilation as a harmful but lucrative traditional norm in the first place. In **El Salvador,** the Spotlight Initiative partnered with religious civil society organizations and the Evangelical University of El Salvador to develop a course for pastors on the prevention and detection of femicide and child or teenage pregnancy, as well as the care and restitution of rights of women and girls in these cases. A total of 129 people registered for the first edition of this course, during which participants carried out surveys to evaluate the prevalence of,

and attitudes toward, violence against women and girls in their churches. In **Niger,** the Spotlight Initiative worked with traditional leaders to educate against interpretations of religious texts that are hostile to reproductive health, gender equality, and eliminating violence against women and girls, through both sermons and radio debates. In consultation with traditional and religious leaders, the Spotlight Initiative team also developed local action plans against harmful practices such as child marriage.

In addition, the Spotlight Initiative recognizes that women faith leaders can play a paramount role in curbing gender-based discrimination and violence, addressing the associated stigma and influencing male religious leaders to address, in churches and all other spaces where faith-based leaders have influence, issues relating to eliminating violence against women and girls. In **Malawi,** the Spotlight Initiative supported the mobilization of a thousand women faith leaders on addressing harmful attitudes in their communities. A key outcome of this mobilization was their agreement to assist survivors to access counselling services through their religious institutions.

Engaging traditional leaders in Liberia

Research shows that female genital mutilation is not only practiced as a cultural heritage but also for economic gain. It is against this backdrop that the Spotlight Initiative in Liberia sought to empower practitioners with alternative sources of income that would systematically devalue the practice of female genital mutilation in Sande Society. Educating leaders about the damaging effects of female genital mutilation is not sufficient until the incentives to carry out the practice are removed. Consequently, the Spotlight Initiative in Liberia offered training in entrepreneurship skills for leaders and provided them with funding to set up businesses, offering a financial alternative to female genital mutilation.

Economic empowerment of traditional practitioners (commonly known as Zoes) who carry out female genital mutilation is a promising initiative aimed at achieving zero tolerance to female genital mutilation in Liberia. This practice also meets the "do no harm" principle of the Spotlight Initiative. A simple rite of passage will also be developed by the traditional leaders to ensure that girls are initiated into womanhood without having to undergo female genital mutilation. The launch of the economic empowerment intervention was held on December 16, 2019 in the Cultural Village in Tienne, Grand Cape Mount County.

The commitment by Liberia's traditional leaders to address harmful traditional practices led to the Government of Liberia signing the "Seven-Count Policy" in August 2019. This policy suspended all Sande interventions, including female genital mutilation, for one year. Some 112 traditional leaders from the five Liberia Spotlight Initiative counties participated in the signing, with unanimous approval of the policy statement. Moving forward, the Spotlight Initiative in Liberia will support the policy's implementation and monitoring.

Academia and universities can play an important role in forming the next generation of leaders and policy-makers and in informing the design of inclusive and comprehensive public policies. With this in mind, a strategic training partnership was developed between the American University Nigeria and the Spotlight Initiative in **Nigeria.** The partnership piloted a new course titled Gender-Based Violence in Emergencies (GBViE) to sensitize students to this issue. In **Zimbabwe**, the Spotlight Initiative collaborated with the University of Zimbabwe and Lupane State University on capacity-

strengthening initiatives for public servants on gender and macroeconomics and gender-responsive monitoring and evaluation. In **Honduras,** the Spotlight Initiative partnered with the National Autonomous University of Honduras to institute a compulsory course on gender-based violence.

Leveraging capacities of other development partners

Creating synergies with other development agencies to advance a common agenda proved to be fruitful for many Spotlight Initiative programmes. In **Argentina**, the Spotlight Initiative team leveraged its partnership with the **World Bank** to empower indigenous women in the province of Jujuy. Together, the Spotlight Initiative and the World Bank supported the formation of a Guaraní Women's Council, which works to address violence against women and girls, particularly young women, in the Guaraní community of San Pedro. In **El Salvador,** the Spotlight Initiative country team partnered with the **Spanish Agency for International Development Cooperation** to promote three joint issues from the funds of each institution. This partnership allowed for the strengthening of the Inter-Institutional Units for Assistance to Women Victims of Violence as well as the training provided by public sector schools on violence. It also strengthened the national data system. To this end, joint meetings were scheduled between the Spotlight Initiative, Spanish Agency for International Development Cooperation, government institutions and implementing agents.

Via a jointly coordinated effort supported by US Agency for International Development, the Spotlight Initiative in **Honduras** partnered with **Spanish Agency for International Development Cooperation** and the **Inter-American Development Bank**, among others, to share lessons learned and good practices in working with the National Police on the National Police Gender Strategy. In Uganda, the Spotlight Initiative partnered with programmes supported by **DFID** and the **Swedish** cooperation, which provided financial support for interventions to strengthen and integrate data systems on violence against women and girls in the justice, law and order sector. These interventions were planned in partnership with the Uganda Bureau of Statistics and included the development of a Strategic Plan for Statistics, a capacity assessment of the sector, and a sector-wide harmonized coding scheme.

Chapter 7: Investing In and Recognizing the Women's Movement and Civil Society

Civil society is a central and paramount partner of the Spotlight Initiative. To flesh out the Initiative's unique engagement with civil society, the annual report will further explore this key partnership. The Initiative's engagement with civil society actors recognizes and leans on the leading role that women's and feminist movements have played in advancing progress on eliminating violence against women and girls and is guided by a human rights-based approach, including the central principle of non-discrimination and equality (embodied in leaving no one behind). As a Sustainable Development Goal model fund, the Spotlight Initiative aims to demonstrate a new paradigm of working with civil society that is equal, inclusive and transparent.

7.1 General State of the Role of Civil Society and the Importance of Investing in Feminist and Women's Movements

In 2019, the resistance to women's rights and feminist activisms has continued to increase. This resistance is closely linked with a patriarchal backlash to the advancements in women's rights and gender equality, and is reflective of political developments, including the rise of populism, violent extremism and intersecting fundamentalism across the world, leading to increased repression, violence and impunity. Violence against women has been further normalized and amplified by the misogynistic, sexist and homophobic speech of political leaders. Reflecting a deepening trend, civic space is continuing to be threatened and further diminished in an increasing number of contexts where administrative and legal reforms are being implemented to restrict rights to freedom of opinion, expression, association and assembly.[41]

The Spotlight Initiative's work is rooted in the belief (reflected in the Initiative' theory of change) that the leadership and deep engagement of civil society, in particular women's rights and feminist activists, networks and movements, is at the core of transformative and sustainable change in the elimination of violence against women and girls. Evidence demonstrates that the

41 The Special Rapporteur on the Situation of Human Rights Defenders, Annual Report 2019, A/HRC/40/60, page 6, para 23-24, https://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/40/60

autonomous mobilization of feminists in domestic and transnational contexts is the critical factor accounting for policy change on eliminating violence against women and girls. Evidence also shows that the impact of global norms on domestic policymaking is conditional on the presence of feminist movements in countries, pointing to the fundamental importance of activism and a vibrant civil society.[42]

Although necessary, shifts in policies and laws alone are insufficient to eliminate violence against women and girls and guarantee women's human rights. Changes in institutions, social attitudes, policies and decision-making, as well as in peoples' everyday lives, especially for women, is made possible through the sustained demands and organized action of movements. Movements also centre the voices of stigmatized, marginalized and socially excluded groups of women and girls. For social movements to be sustainable, resilient and increasingly impactful, they must be capacitated and resourced from the grassroots and community levels and autonomous funding must be supported.

Yet, women's rights organizations and movements remain severely underfunded. Studies show that 1 per cent of gender-focused aid from governments goes to autonomous women's organizations.[43] Most gender equality funding tends to be invested in international organizations based in donor countries rather than local feminist groups leading their own, context-specific solutions.[44] To address this challenging funding landscape and resource gap at the local level, the Spotlight Initiative has committed to deliver 30 to 50 per cent of its programmatic costs through civil society organizations, with the majority targeting national, local and grassroots organizations.

From the inception of the Initiative, feminist and women's movements and others called for a radical engagement with civil society that would support transformative change. This led to the expansion of the Spotlight Initiative's theory of change with an additional Outcome dedicated to supporting women's movements and strengthening autonomous civil society organizations (Outcome 6). Their recommendations also included increased

42 S. Laurel Weldon & Mala Htun, Feminist mobilisation and progressive policy change: why governments take action to combat violence against women, https://www.tandfonline.com/doi/abs/10.1080/13552074.2013.802158

43 OECD, (March, 2019). *Aid in Support of Gender Equality and Women's Empowerment: Donor Charts*. Available online: https://www.oecd.org/dac/financing-sustainable-development/development-finance-topics/Aid-to-gender-equality-donor-charts-2019.pdf.

44 Foundation Center, State of Global Giving by U.S. foundations the state of 2011-2015, https://www.issuelab.org/resources/31306/31306.pdf, showing that of USD 4.1 billion that US foundations donated between 2011 and 2015, only 11,7% went directly to local organizations based in the country where programming occurred.

funding envelopes to support women's movements, the establishment of inclusive governance structures, and the development and engagement of Civil Society Reference Groups. **To date, civil society activists have shared 44 recommendations of which the Spotlight Initiative has fully or partially addressed 38.**[45]

The Spotlight Initiative's partnership with civil society is guided by the principles of:

- Human rights-based approach
- Leaving no one behind
- National ownership

7.2 Governance and Advisory Functions

As a core partner, civil society has guided and advised the Initiative from the formation phase and throughout the implementation of the programme to best serve its purpose of eradicating violence against women and girls. Through representation at the highest decision-making bodies at global, regional and country levels (the National, Regional and Global Operational Steering Committees), women's rights groups and relevant human rights-based civil society organizations, including those representing groups facing intersecting forms of discrimination,[46] are setting the agenda and have a significant stake in the Initiative.

7.2.1 The Civil Society Reference Groups

The Spotlight Initiative's Civil Society Reference Groups are an institutional mechanism that aims to advise the Initiative, to advocate for the realization of its objectives and to hold the Initiative accountable for its commitments.

Global Reference Group

In October 2018, a Selection Committee, led by five eminent and diverse civil society members and complemented by two members of the Spotlight

45 Four recommendations are in the process of being discussed and two recommendations are not addressed.

46 These include, but not limited to, women and girls living in rural communities, women and girls from ethnic minorities and indigenous communities, women and girls who are survivors of violence, women and girls living with HIV/AIDS, LGBTQI-persons, women and girls living with disabilities, sex workers, domestic and informal workers, women of diverse sexual orientations, gender diverse women, etc.

Initiative Secretariat, launched a call for nominations for the **Civil Society Global Reference Group**. Following receipt of close to 300 nominations, the Selection Committee held multiple deliberations to select a diverse group of 20 members, all leaders with strong track records of working to eliminate violence against women and girls and, more broadly, to achieve women's rights and gender equality. Regional balance and intersectionality were key considerations in assembling this group of advocates. In April 2019, the final selected members were invited to join the Spotlight Initiative Civil Society Global Reference Group. The full biographies and contact information of the Civil Society Global Reference Group members can be found here.

In July 2019, the Spotlight Initiative Secretariat organized the group's first annual retreat at the Ford Foundation Center for Social Justice in New York. One of the main outcomes of the retreat was a unanimous request for full and equal membership of the **Operational Steering Committee**, the highest decision-making body at the global level of the Initiative. Approved by the eight members of the Operational Steering Committee on 17 December 2019, the membership gave the Civil Society Global Reference Group one (1) seat on the Committee with full voting rights. This further embodies the new way of working with civil society that is equal, inclusive and transparent.

As a new model for a Sustainable Development Goals fund, civil society's membership on the Operational Steering Committee reflects the Spotlight Initiative's commitment to meaningfully engage civil society at all levels of the Initiative.

In addition to the Operational Steering Committee, the Civil Society Global Reference Group is represented on the Governing Body, which is the highest advisory body of the Spotlight Initiative. The initial request to include meaningful civil society representation in the Governing Body was made by civil society representatives in October 2017.[47] This led to the inclusion of a representative from civil society as an Observer at the second Governing Body meeting in 2018. This position was later elevated to an equal Advisory role to further amplify the voice and role of civil society in this space. The representation of the Civil Society Global Reference Group on the Governing Body embodies the new way of working, where civil society has a formal avenue to influence the strategic direction of the Initiative and EU-UN development assistance in eliminating violence against women and girls.

47 The request was initially made by members of civil society in October 2017 during the first global civil society consultation in New York on 12 October 2017 and was thereafter reiterated through a letter from CONCORD to Stefano Manservisi, European Commission Director-General for International Cooperation and Development, on 8 February 2018 and the Count Me In! Consortium's Feminist Recommendations on 9 May 2018.

The Governing Body did not convene during the reporting period.

Pending the Operational Steering Committee's decision regarding the membership request, the engagement of the Civil Society Global Reference Group was fairly limited during 2019. However, the Civil Society Global Reference Group developed a close working relationship with the Secretariat. It was systematically engaged in reviewing and informing programming in the Caribbean, Central Asia and the Pacific country programmes, it participated by providing panellists at Spotlight Initiative events (General Assembly high-level event in September and a Sexual Violence Research Initiative (SVRI) side event in Cape Town in October 2019), and it was involved in the development of the Spotlight Initiative's visibility and communications campaign #WithHer (see Chapter 10, Communications). Looking ahead to 2020, the Civil Society Global Reference Group is prioritizing the finalization of its terms of reference and work plan, as well as selecting representatives for the Operational Steering Committee and the Governing Body. Outreach to, and engagement with, Civil Society National and Regional Reference Groups will continue to be a priority.

Alaa Murabit, member of the Civil Society Global Reference Group, at the Spotlight Initiative's high-level event during UN's General Assembly, September 2019

Credit: Spotlight Initiative

Civil Society National Reference Groups, Civil Society Regional Reference Groups and interim groups

The systematic engagement of civil society in the design and implementation of the Spotlight country and regional programmes is realized through the establishment of Civil Society National Reference Groups and Civil Society Regional Reference Groups (interim and formal). These Civil Society National and Regional Reference Groups are comprised of approximately 15 diverse regional, national and local experts on eliminating violence against women and girls, as well as on women's rights and gender equality more broadly, and are selected through a civil society-led open nomination process. **The key guiding principles for setting up the Spotlight Initiative's Civil Society National and Regional Reference Groups are: inclusion and leave no one behind; feminist- and civil society-led; human rights-based; national ownership; transparency; and accountability.**

In 2019, the Spotlight Initiative established:[48]

- 12 Civil Society National Reference Groups in Africa and Latin America
- A Civil Society Regional Reference Group in Latin America

The Civil Society National and Regional Reference Groups serve on the National and Regional Steering Committee with at least 20 per cent representation, giving civil society full insight and access to the highest decision-making body at country and regional levels.

During the reporting period, Civil Society National Reference Groups have provided technical advice on current issues and ongoing interventions, and served as partners in advocacy and communication. Civil Society National Reference Groups continue to serve as an interactive space and an open forum for dialogue and learning between the Spotlight Initiative country team and civil society. In **Malawi**, the members were invited to a Recipient UN Organization's partner selection process as observers in the process, which allowed the members crucial insight into United Nations partner selection processes. In **Liberia**, the Civil Society National Reference Group raised concerns regarding collaboration between the Government and the Spotlight Initiative's country team, which led to increased transparency and information-sharing and stricter joint planning and monitoring activities of Spotlight Initiative interventions. In **Zimbabwe**, the Civil Society National Reference Group is planning Zumba sessions for middle-class women in urban

48 The Civil Society Regional Reference Group in Africa is pending approval of the Africa Regional Programme. The Civil Society National Reference Group in Uganda is under establishment.

areas to raise awareness of violence and the available services to survivors.

> *"Without Liberia Spotlight Initiative, UN coherence and collaboration to partner with and involve civil society organizations beyond just implementation to include them as partners at the technical programme and management levels would not be possible."* — UN Spotlight Initiative Team, Liberia

7.2.2 Civil Society Consultation on the Side-Lines of the 63rd Session of the Commission on the Status of Women

To leverage the convening power of the Commission on the Status of Women (CSW), a civil society consultation was held on the side-lines of the 63rd session on the Commission on the Status of Women on 19 March 2019. The consultation was attended by over 100 civil society representatives and provided concrete action points for the Secretariat. These included the development of a **Grassroots Action Plan** on how to reach and fund local and grassroots organizations, and a **Spotlight Initiative-specific Integrated Protection Strategy** to mitigate the risks for women human rights defenders in the Spotlight Initiative. The Secretariat has, during the course of 2019, developed these documents in close collaboration with the EU and civil society and the documents are pending final approval.

> *"The more grassroots organizations we have that are well resourced, the more we can work systematically and 'push the needle' to better create the results we desire."*— Phumzile Mlambo-Ngcuka, UN Women Executive Director, 19 March 2019

7.2.3 The Count Me In! Consortium

The Count Me In! Consortium has actively advised the Spotlight Initiative since its inception in 2017. Through consultative processes, engaging hundreds of women's rights and feminist activists, the Count Me In! Consortium lobbied to strengthen civil society's role in the Initiative, which was successfully taken on board by the United Nations and the European Union. In 2019, it continued to provide regular guidance mainly through a dedicated Spotlight Initiative consultant who was resourced by the Consortium. Furthermore, two members of the Civil Society Global Reference Group are also members of the Count Me In! Consortium.

In November 2019, the Count Me In! Consortium published an Open Statement regarding accessibility of Spotlight Initiative funding, which included 222 civil society signatories. The Open Statement included recommendations of simplifying and creating a more inclusive UN partner selection processes, ensuring language accessibility and engaging the entire women's rights movement. The Spotlight Initiative has mechanisms in place to address and take on board the recommendations to strengthen the Initiative.[49]

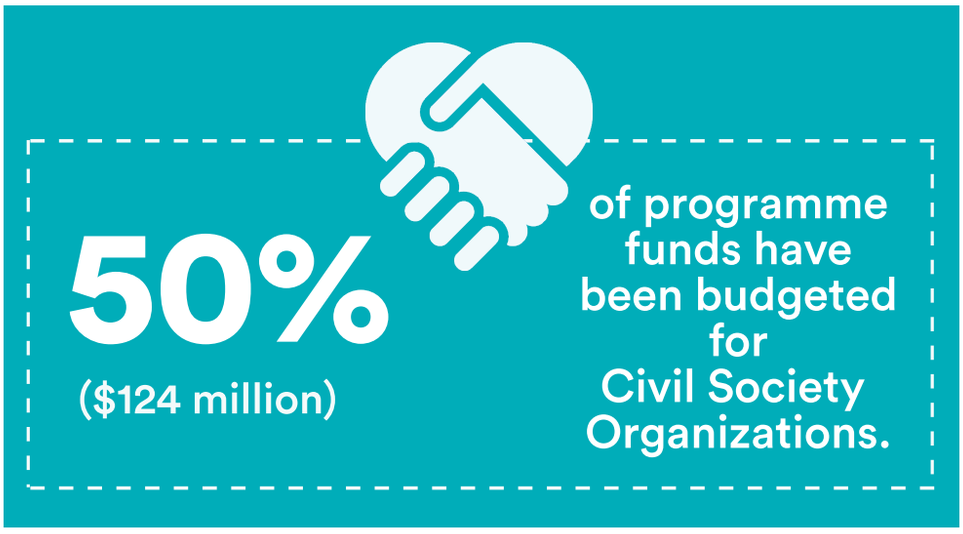
7.3 Civil Society Partnership at Programme Level

Civil society organizations are supported following a twin-track approach: through a dedicated Outcome to support the women's movement (Pillar 6) as well as through mainstreamed support across all Outcomes of the country programme. The Spotlight Initiative is "moving the needle" within the United Nations to better support an inclusive and feminist funding ecosystem that purposefully aims to shift power between international non-governmental organizations and grassroots organizations by facilitating access to resources for local and small organizations.

7.3.1 Civil Society as Recipients of Spotlight Initiative Funding

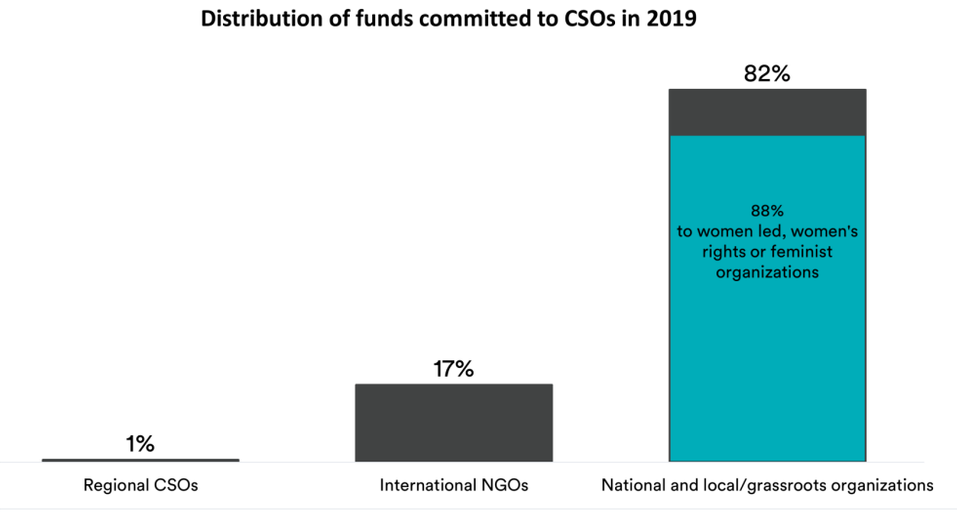
Given the Spotlight Initiative's theory of change – which aims to centre support to civil society to advance progress in eliminating violence against women and girls, and to advance the Sustainable Development Goal principle of national ownership – 10 to 15 per cent of all Spotlight Initiative country and regional programmes aim to be dedicated to Outcome 6 on supporting the women's movements and mobilizing civil society. As mentioned above, civil society organizations will receive and deliver 30 to 50 per cent of the programmatic costs across all Outcome areas, of which it is recommended that 50 to 70 per cent be delivered by national, and in particular, local and grassroots organizations.

49 The joint EU-UN response to the Open Letter was published on 14 April 2020, https://www.spotlightinitiative.org/publications/spotlight-initiative-response-open-letter-count-me-consortium



In line with our commitments and recommendations, **50 per cent of approved Spotlight Initiative programmatic funds budgeted as of 2019 are for investments in civil society organizations**[50] **(USD 124 million).** In addition, the 2019 Annual Narrative Country and Regional Programme Reports show that approximately **82 per cent of the funds committed to civil society organizations in 2019 were for national and local and grassroots organizations, of which 88 per cent were women-led or women's rights and feminist organizations**. The reports also show that approximately 17 per cent was committed to international non-governmental organizations. Active programmes in 2019 have dedicated a budget allocation of 12 per cent to Pillar 6, fulfilling the Spotlight Initiative's commitment to meaningfully resourcing to support the women's movements. Overall, this demonstrates that women's organizations at national and local levels are the main implementers and recipients of Spotlight Initiative funding.

50 Excluding the Safe & Fair Programme, for which data was not available.



Funding through international partners, rather than directly to national and grassroots organizations, reinforces the traditional funding power dynamics (often a result of or exacerbated by donor funding approaches) that the Spotlight Initiative is aiming to shift. National and local organizations are gaining direct access to Spotlight Initiative funding through civil society engagement, mostly as implementing partners, across all Outcome areas (not only Outcome 6), and through direct grants from the two UN trust funds – UN Trust Fund to End Violence Against Women and Girls and the Women's Peace and Humanitarian Fund. In parallel, a deeper investment has been made in building institutional capacities of organizations and conducting local outreach. Further, the Grassroots Action Plan was developed to guide the Recipient UN Organizations to broaden their civil society partners beyond the "usual suspects", by providing concrete recommendations on how to improve accessibility to Spotlight Initiative funding within existing UN policy frameworks and procedures.

A full programme budget and civil society partner analysis will be available on the Spotlight Initiative website in 2020.

A new way of partnering with civil society: joint UN processes and capacity strengthening of civil society organizations

As a Sustainable Development Goal model fund – the Spotlight Initiative is using its systems and processes to build the institutional capacities of civil society organizations. For example, an innovative practice that emerged across the Spotlight Initiative countries to engage civil society partners is joint calls for "expressions of interest" (EoI) and joint calls for proposals (CFP). The joint calls capture all civil society organization interventions across all Outcome areas into one process, allowing the applicants to submit one application to one UN counterpart instead of multiple calls and Recipient UN Organization-specific processes. In **Malawi**, hard copies of the expressions of interest were translated into local languages and disseminated in the six Spotlight Initiative target districts. The team worked closely with district authorities to have available copies of the advert in their offices and enable organizations to submit their applications (hand-written if needed) through the district offices, thereby saving them postage costs. **A total of 112 concept notes were received by the closing date and, of these, 95 per cent came from grassroots organizations, constituting an unprecedented number of expressions of interest from grassroots organizations**.

Despite capacity-strengthening efforts, the partner selection process exposed institutional gaps in smaller organizations that reflected the urgent need for **further capacity building**. In **Malawi**, severe capacity gaps led to the disqualification of a good number of prospective grassroots applicants. To address this challenge, Recipient UN Organizations either extended submission deadlines or launched new calls for proposals. While this led to delays in the selection of implementing partners, and implementation of activities, this was critical to support a diversity of civil society organization applicants.

Similarly, in **Zimbabwe**, rather than ignoring the capacity gaps identified and reverting to engaging the larger organizations and International non-governmental organizations, the Spotlight Initiative team explored ways to enable community-based organizations to participate in the Spotlight Initiative Country Programme. This resulted in the development of terms of reference for a capacity assessment of community-based organizations. The identified needs and capacity gaps from the capacity assessment will enable the Spotlight Initiative team to develop tailored

capacity-building programmes to strengthen these organizations, and thus capacitating them to become implementing partners in all six Outcome areas.

In many countries, the Spotlight Initiative teams are applying a two-step partner selection process that has integrated proposal drafting workshops in the process. This allows more local and grassroots organizations to apply for funding opportunities, by first submitting a simple concept note to determine eligibility, and later submitting fully fledged proposals following a UN-led capacity building workshop.

To be further transparent in the ways civil society can partner with the Initiative, in 2019, the Spotlight Secretariat launched the Global Repository,[51] which is an online platform that lists all active civil society engagement opportunities and makes them available for anyone to access, apply and further disseminate.

7.3.2 Partnership with UN Trust Fund to End Violence Against Women and the Women's Peace and Humanitarian Fund

In addition to the funding channelled to civil society organizations and women's rights groups in the country and regional programmes, the Spotlight Initiative allocates an additional 10 per cent of the overall regional financial envelopes to support women's rights groups and progressive civil society organizations focused on strengthening women's movements to eliminate violence against women and girls. These funds amount to USD 27.7 million in Africa and USD 5.6 million in Latin America and are channelled through the UN Trust Fund to End Violence Against Women (UNTF EVAW) and the Women's Peace and Humanitarian Fund (WPHF).

In 2019, the Spotlight Initiative allocated the earmarked funds to the two UN Trust Funds for grant-making in Africa and Latin America. By December 2019, the UN Trust Fund to End Violence Against Women awarded approximately USD 15.6 million to civil society organizations, of which over 90 per cent were women's rights and women-led organizations, and those representing marginalized groups facing multiple and intersecting forms of discrimination (see more under Chapter 4, Results, Outcome 6). The Women's Peace and Humanitarian Fund will commit funds in 2020.

51 The Global Repository is hosted on the Multi-Partner Trust Fund Gateway, http://mptf.undp.org/factsheet/fund/SIF00, and on the Spotlight Initiative website, www.spotlightinitiative.org.

"I welcome the dedicated funding [to the Women's Peace and Humanitarian Fund] from the Spotlight Initiative, the joint effort of the European Union and the United Nations to eliminate violence against women and girls, and I encourage the documenting of the synergies across the Fund, the Initiative and the Peacebuilding Fund and the recognition of the peace, humanitarian and development linkages."

- United Nations Secretary-General report on Women, peace and security, October 2019

Chapter 8: Complexities, Measures Taken, and Lessons Learned

8.1 Complexities and Mitigating Measures

The year 2019 was marked by promising results across programmes as well as by valuable lessons learned from the complexities encountered while delivering on this ambitious initiative. As UN country teams find paths to the "new way" of working in the spirit of UN Reform, often delivering groundbreaking programming around the unique Spotlight Initiative theory of change, they have recorded the mitigating measures put in place from both a managerial and a technical angle. The lessons learned in 2019 are critically valuable to inform inter-agency working mechanisms as well as the global effort to end violence against women and girls. Recording complexities and the subsequent solutions allows both Spotlight Initiative teams and the Spotlight Initiative Secretariat to make informed decisions to course correct when necessary and to share lessons learned, both across Spotlight Initiative programmes and across the UN system and the community of practice.

8.1.1 Implementation Complexities

Throughout 2019, across the Spotlight Initiative implementation in Africa, Latin America, and Central Asia, a series of implementation complexities in programme set up and implementation were experienced. Spotlight Initiative teams have worked systematically to address these complexities and implement solutions, ranging from establishing a dedicated knowledge space for inter-agency information-sharing to setting committees with the explicit mandate to improve coordination, both within the Spotlight Initiative team and with external partners. These complexities, mitigating measures, and lessons learned varied, based on national and regional context, but certain themes emerged across programmes.

Delivering as a demonstration fund

The Spotlight Initiative is a flagship initiative of the UN Secretary-General. As such, Spotlight Initiative models the UN Development System Reforms, leveraging a "one UN" approach in service of achieving the Sustainable Development Goals. This reform calls on agencies to deliver coherently and synergistically in order to maximize the effectiveness of the United Nations in

eliminating violence against women and girls. Though this new way of working will amplify the broader impact of the Spotlight Initiative and contribute to a better-defined collective UN identity beyond the Initiative, a certain learning curve was expected as agencies worked to operationalize the implementation of a Sustainable Development Goal demonstration fund. UN country teams across the Spotlight Initiative regions responded to these initial complexities with unity, innovation and creativity.

In 2019, **the leadership of the Resident Coordinator** was essential for building internal cohesion and joint coordination, especially as the Spotlight Initiative programmes shifted from the design phase to implementation. Across programmes, the Resident Coordinator organized regular **inter-agency meetings**, both internally and with partners, to offer a space for inter-agency coordination, collective problem-solving and information-sharing, all essential steps towards successful joint implementation. This coordination has brought agencies together to overcome the inherent difficulties of integrating individual agency rules and practices into a joint way of working.

To further strengthen coordination, several programmes have established, or reinforced existing **inter-agency committees** within the greater Spotlight Initiative team, sometimes under the umbrella of the pre-existing UN Development Assistance Framework Outcome Groups, now called Cooperation Framework Results Groups, or other existing mechanisms to avoid duplications. These committees have been effective in integrating UN Reform into the day-to-day work of the Spotlight Initiative. In **Mexico**, the Inter-Agency Technical Unit holds bi-monthly technical work meetings to share information on implementation progress, reassess managerial and programmatic structures, and address risks and complexities. In **Malawi**, the Spotlight Initiative Inter-Agency Core Team, led by the Secretariat, developed standard operating procedures to outline communication procedures and clarify working modalities at district level, which the team plans to scale up in order to address joint working modalities at all levels. In **Zimbabwe**, the Spotlight Inter-Agency Technical Programme Team systematically reviewed the implementation modality for planned interventions in response to rising contextual risks, such as the fluctuation of the local currency.

Spotlight Initiative programmes instituted a Pillar-lead system to standardize and streamline interagency coordination across all activities as the Institute was faced with a complex programmatic set up, pressure to accelerate both delivery and measures to prevent coordination gaps and at the same time to offer an alternative to agencies returning to individual agency implementation. In Honduras, for example, a different agency took responsibility for each

Pillar, but was expected to engage all agencies where appropriate within Outcome and output areas. The team remarked that this system allowed the Spotlight Initiative to be more than a sum of actions by agency and rather an integrated effort to fulfil the Initiative's theory of change. In **Mexico**, the team held programmatic Pillar meetings to establish coordination agreements between agencies in charge of complementary or linked activities. In **Malawi,** the Pillar lead system, complemented by the Resident Coordinator's broader leadership, enabled the team to align the Spotlight Initiative with the country's UN Development Assistance Framework and to effectively respond to national development goals. Moreover, this Pillar lead system provided a framework for a more meaningful engagement with civil society, as Pillar lead agencies conducted capacity-building workshops for implementing partners prior to the deadline for submitting proposals. The Spotlight Initiative team credits these workshops with the higher quality of submissions and the increased likelihood of participants being selected as partners.

This new way of working does not apply only to the Recipient UN Organizations in each programme; coordinating with other **associated UN agencies** (through Agency Implementation modality for example) has been essential to the success of the Spotlight Initiative in many programmes. This partnership has required Recipient UN Organizations to invest time and effort into assessing how to best integrate associated agencies into the structure of the programme. These assessments have resulted in important lessons learned about effective partnership modalities within the UN system. In the **Latin America Regional Programme**, the regional team worked to strengthen coordination with the programme's associated agencies, such as by identifying **visibility opportunities** and by engaging officials at the most senior level in a broader conversation about the Spotlight Initiative moving forward.

Furthermore, when leveraged effectively, partnerships with associated agencies allowed the Spotlight Initiative to fill technical gaps and to further integrate the new way of working throughout the UN system. In **Malawi,** associated agencies participated in technical working sessions and held observer status in the National Steering Committee. UNHCR helped shape interventions in the Spotlight Initiative district that is home to over 45,000 refugees, and UNAIDS played a key role in developing the Male Engagement Strategy. The **Safe and Fair Programme** team worked closely with UNODC and IOM to address the unique needs of vulnerable populations, to further engage with the relevant stakeholders, and to improve the quality of certain interventions.

Leveraging associated agencies in the Safe and Fair Programme

Partnering with associated UN agencies is an important measure for Spotlight Initiative programmes in the face of potential complexities, and the Safe and Fair Programme partnership with UNODC and IOM is a model for other Spotlight Initiative teams. The team collaborated with UNODC to build the capacity of national stakeholders to support women who have experienced trafficking. Moreover, UNODC exercised its convening power on behalf of the Safe and Fair Programme to engage anti-trafficking stakeholders, especially law enforcement actors, in a discussion on the concerns of women migrant workers and their vulnerability to violence, abuse and trafficking. The technical advisory capacity of UNODC in the field of human trafficking has been critical in continuously re-evaluating the effectiveness of interventions and activities under the Safe and Fair Programme.

In 2019, the Safe and Fair Programme also partnered effectively with IOM in close discussion with the EU delegation in Thailand. Together, the Safe and Fair Programme and IOM have developed service delivery and empowerment activities for women who have been trafficked, particularly Muslim women from Myanmar who were trafficked in Thailand.

The Safe and Fair Programme collaboration with UNODC and IOM represents a strong example of agencies coming together as one United Nations in the spirit of UN Reform, leveraging their respective expertise and capacity to deliver jointly for deepened programmatic results.

Beyond associated agency partnerships, another key intra-UN collaboration was the close working relationship between the **Women's Peace and Humanitarian Fund and the United Nations Trust Find** to ensure collaboration, complementarity and synergies, based on the comparative advantages of both funds. These two funds coordinated on the design of calls for proposals, the review of submission, and the final selection of projects. The Women's Peace and Humanitarian Fund also coordinated with the UN Peacebuilding Fund to ensure complementarity. These partnerships allowed the funds to effectively overcome the potential complexities of competition, duplication of work and process, and inefficient engagement of potential civil society partners. Instead, these funds deepened managerial and programmatic synergies to more efficiently engage civil society and deliver on the Spotlight Initiative theory of change.

In some programmes, technical complexities were successfully addressed by combining managerial, programmatic and operational solutions, in the spirit of the UN Reform. In **Zimbabwe**, for example, a drought in certain Spotlight Initiative locations was connected to an increase in violence against women and girls. Though the team took measures to assess the technical coherence of activities in these areas and to adjust programming in response to this natural disaster, it also focused on strengthening Recipient UN Organization coordination in areas particularly hard hit by drought by integrating interventions. This **harmonized approach to joint delivery**, combined with flexible programming, allowed the Spotlight Initiative in **Zimbabwe** to more strategically and effectively respond to the new and unique needs of populations in drought-stricken areas.

Despite the inevitable complexities that come with transforming the way of working, agencies and programmes across the Spotlight Initiative have reported that concerted implementation has empowered Spotlight Initiative teams to more comprehensively and coherently invest in eliminating violence against women and girls.

Government engagement

Across all programmes, Government is a key strategic partner for the Spotlight Initiative. Securing government buy-in at the highest level contributes to the sustainability of Spotlight activities and impact to end violence against women and girls. Consequently, Spotlight teams have dedicated great time and effort to building positive relationships with government actors, both at the highest level and at the local level, and to facilitating government input on the programme. This process and the resulting partnership are highly valuable to the Spotlight Initiative, and crucial for national ownership and the alignment of the Initiative to national priorities. Equally valuable have been the in-depth discussions to secure government support, particularly during the programme design and approval phases.

Complexities with government engagement were at times manifested in programme governance structures and procedures. For example, the **Women's Peace and Humanitarian Fund** faced difficulties in setting a date for the final grantee selection process at national level, due to the high-level political nature of the National Steering Committee, which deferred grant disbursement and delivery in many countries. To move the process along, the Women's Peace and Humanitarian Fund decided to establish a meeting of the National Steering Committee members at a more technical working level to allow for an in-depth review of proposals, which resulted in an official

recommendation for high-level members to sign off on. The Women's Peace and Humanitarian Fund will employ this good practice again when necessary to shorten the timeline for final selection of grantees moving forward.

Some Spotlight Initiative teams have also had to respond to political instability, which further complicated government engagement in some countries. In **Mexico**, following the change in government, the team worked to build a relationship with the new authorities and to give them the time and opportunity to ask questions and offer input on the country programme document. Though this process resulted in rescheduling the launch, it was critical to ensure the effective implementation of the Spotlight Programme. Authorities at a high level of government have since demonstrated interest in being closely involved in decision-making processes throughout implementation, a positive sign of national ownership in Mexico.

Spotlight teams have implemented strong measures to mitigate the risk of government engagement slowing after the official programme launch. In **Zimbabwe**, the Spotlight Inter-Agency Technical Team has consulted government actors through the Spotlight Initiative Inter-Ministerial Coordination Mechanism, which resulted in greater buy-in from both the Ministry of Finance and at the highest level in the Office of the President and Cabinet. In fact, the Spotlight Initiative team in Zimbabwe is currently supporting the development of position papers on financing for violence against women and girls and on the impact of violence against women and girls on the economy for higher-level dialogues with senior officials in the Ministry of Finance and the Office of the President and Cabinet. As for the **Safe and Fair Programme,** insufficient inter-ministerial coordination has hindered comprehensive government engagement in the programme, as many ministries are accustomed to working bilaterally with UN agencies. The Safe and Fair Programme team has exerted great effort to engage the relevant ministries and articulate the new way of working as one UN, both through the programme's governance structures and through inter-ministerial negotiations on programme activities.

Spotlight Initiative teams have taken action based on the lessons learned from other programmes to reassess their government engagement strategy in order to prepare for future political shifts and to ensure sustained government engagement. In **Mozambique**, many ministries, including the lead ministry for the Spotlight Initiative, will have new ministers in 2020, so the team began planning in 2019 to organize high-level meetings between the UN Resident Coordinator, agencies Country Representatives and the new ministers to educate them about the Spotlight Initiative and engage them in

the programme. To further ensure coordination with Government, the team has also planned to conduct joint visits to the field, involving Government from central and provincial levels to maintain national ownership of the Initiative. In **El Salvador**, the Spotlight Initiative team has worked closely with the Triad of the Legislative Assembly, which includes the Women's Parliamentary Group, the Gender Unit and the Women's Commission. This collaboration has presented opportunities for the Spotlight Initiative to engage with government authorities outside of the Triad, thereby strengthening ties with government and expanding the political buy-in.

Engagement of civil society in advisory mechanisms

One of the key mechanisms to systematically engage civil society is through the Global, Regional and National Civil Society Reference Groups. While the Groups have been closely engaged in many countries, Group members in other countries have requested opportunities for deeper engagement, with increased transparency and more time for consultations.

The Spotlight Initiative has addressed the issue of meaningful engagement at the highest levels. In November 2019, the UN Deputy Secretary-General raised the importance of civil society engagement with all Resident Coordinators at an in-person meeting in New York. This will be followed-up with a formal letter from the Deputy Secretary-General to the Resident Coordinators in early 2020, pointing specifically to the vital engagement of Global, Regional and National Civil Society Reference Groups. In **Zimbabwe**, the Civil Society National Reference Group has standing representation on the Inter-Agency Technical Team, which allows civil society to interact directly with the whole Spotlight Initiative country team, the EU and Government counterparts. The same Civil Society National Reference Group also has a budgeted work plan that includes participation in monitoring visits and development of independent reports. In **Mozambique**, a representative of the Ministry of Gender, Women and Social Action, the EU Ambassador in Mozambique and the interim UN Resident Coordinator all attended the official launch of the Civil Society National Reference Group, underlining the shared commitment to honour civil society as a key stakeholder. Since then, the Civil Society National Reference Group has contributed meaningfully to the annual work plan development and participated in key meetings, discussions, events and advocacy. The Spotlight Initiative team in Mozambique is currently revising its work plan to allocate funding to the Civil Society National Reference Group in order to support the Group in monitoring at local level.

Moreover, the feedback received from country teams and Civil Society

National Reference Group members through regional calls and consultations informed the decision to develop a Reference Group Guidance Note in close collaboration with civil society and the EU. The Guidance Note, which will be developed in 2020, aims to strengthen the Global, Regional and National Civil Society Reference Groups' role in the Spotlight Initiative and to ensure their deep collaboration moving forward. The Spotlight Initiative Secretariat is providing the necessary support to country teams as they are acclimatizing to this new way of partnering with civil society.

Recruitment

Despite placing a high priority on forming a full Spotlight Initiative country team, in several countries there was a limited availability of qualified local and international consultants, which delayed recruitment to, and thus implementation of, Spotlight Initiative programmes. Some programmes reported delays in recruiting because of the time required to harmonize internal agency procedures and develop joint processes, both important to UN Reform. Solutions to the recruitment of the Spotlight Initiative teams included amending standardized terms of references in order to be more flexible and inclusive; organizing coordination meetings of procurement and operational focal points across agencies; and co-locating so that existing staff could move forward together on delivery while waiting for recruitment to be finalized. In **Liberia**, the team re-advertised requests for proposals to give qualified consultants more time to apply. In **Mexico**, the team began to develop a joint Procurement and Operations Plan tailored for the Spotlight Initiative to plan out an efficient response to procedural complexities, speed up implementation and serve as a model for other interagency projects within the UN System.

8.1.2 Programmatic Complexities

Beyond the measures that Spotlight Initiative programmes have taken to address complexities in designing, operationalizing and managing the programme, teams developed solutions to programmatic complexities.

As Spotlight Initiative programmes were designed with the expectation of multi-stakeholder participation, teams have dedicated a great deal of time and resources to consulting all stakeholders throughout the implementation process. Maintaining a productive multi-stakeholder environment requires strong communication and coordination both within the Spotlight Initiative team and across partners. In **Argentina**, Recipient UN Organizations

streamlined protocols and agreed on common standard operating procedures, which lightened the burden on stakeholders and improved communication between the Spotlight Initiative and its partners. In **Mali**, the team responded to a lack of synergies between partners by organizing periodic meetings with the Resident Coordinator's Office to standardize opportunities for communication and collective problem-solving. In **Mozambique**, the team plans to address this with an even more inclusive participatory planning process to develop the 2020 annual work plan, which will involve all stakeholders.

Moreover, in many countries, limited physical access to communities and beneficiaries has created complexities for implementation. This limited access is due to geographical and environmental factors, such as rainy seasons, migration during dry seasons, or long distances requiring to be covered over poorly constructed roads. In **Uganda**, the distance between the operational locations of different Recipient UN Organizations in the field has made inter-agency coordination an even greater priority. Consequently, the Spotlight Initiative team developed a system to strengthen subnational level inter-agency coordination of the Spotlight Initiative and violence against women and children through UN Area Coordinators, who will receive dedicated funds for quarterly coordination meetings and monitoring visits. These Area Coordinators will take on the responsibility of strengthening linkages with existing district coordination forums. In **Liberia**, most civil society and community-based organizations are located outside the capital, so the realities of transportation, communication and access pose obstacles to their engagement. In order to ease the burden of submitting proposals and to encourage civil society to participate despite these complexities, the Spotlight Initiative team re-advertised requests for proposals and extended deadlines.

Beyond this issue of access, the limited capacity of some implementing partners has required Spotlight Initiative teams to rethink the delivery of activities in order to identify other partners or help existing partners fill in technical gaps. In some cases, civil society organizations, particularly small organizations, were not familiar with UN processes and expectations for "calls for proposals" and "expressions of interest", which resulted in either few applications or applications of low-quality. In other cases, civil society organizations had the expertise and connection to local communities but lacked the absorption capacity to deliver on larger grants. This reflected the urgent need for further capacity building of civil society organizations, as well as the need to explore innovative practices that expand the absorption capacities of larger grants, such as allowing organizations to apply in consortium. In **Liberia**, the Spotlight Initiative team came to an agreement

with partners on a turnaround time to review and provide feedback on proposals and documents and designated days for civil society organizations to ask questions about the application process. The **Women's Peace and Humanitarian Fund** held open days in four countries to address any questions or comments potential partners had regarding the call for proposal and the selection process. The open days attracted 159 civil society participants and led to qualitative proposals. In **Mali**, the Spotlight Initiative team addressed the potential risk of poor financial management of funds by implementing partners by designating a finance focal point in each agency to support partners in navigating agency rules and regulations. In **Zimbabwe**, the operations management team coordinated with the local bank of the UN and the Central Bank on feasible mitigating measures to the country's fiscal austerity, and ultimately, the Spotlight Initiative agencies decided to **disburse grants in smaller tranches** to ease the stress of absorbing large amounts of funding for implementing partners.

Though responding to such complexities with implementing partners has required time and resources from the Spotlight Initiative teams and, in some cases, resulted in deferred delivery, the opportunity to build capacity and trust with partners has a wide-reaching impact both on the Spotlight Initiative's sustainability and on its ability to move beyond the "usual suspects" in programme partnerships. Furthermore, addressing the capacity-building needs of implementing partners is essential if the Spotlight Initiative is to live up to the principle of leaving no one behind and to operationalize a new way of working with civil society – in particular, local and grassroots organizations.

8.1.3 Technical Complexities

While 2019 saw significant efforts in accelerating impact in the lives of women and girls, some Spotlight Initiative countries faced some technical complexities that necessitated rethinking implementation timelines. While the analysis of these complexities across countries and regions were different, there were some common themes across regions. Accordingly, Spotlight Initiative countries employed promising strategies to address these complexities, including by strengthening partnerships with traditional leaders, by accelerating efforts at community level and by adapting innovative online platforms for effective monitoring of activities and results.

Harmful culture and traditions push back on women and girls' rights, including sexual and reproductive health and rights: While many countries have made significant progress in advancing gender equality and its promotion

and the protection of women and girls' rights, some countries still faced persistent resistance to advancing women and girl's rights due to culture and traditions exacerbated by conservative religious trends pushing back on comprehensive sexuality education and girl's education at community level, particularly by populations facing intersecting forms of discrimination. For example, in **Malawi,** despite the support provided by the Spotlight Initiative, some community members including parents and school head teachers contested the idea of girls returning to school. In **Mozambique**, some community members defended harmful traditional practices. In **Nigeria,** women and girls, especially in Sokoto and Adamawa State, had limited participation in programme activities due to cultural and religious restrictions, while in **Uganda,** the programme encountered resistance from some religious sections, especially on sexuality education, which delayed finalization and the roll out of the sexuality education curriculum. In **Niger,** stakeholders resisted use of certain terminologies in the programme document**.** Despite these complexities, most countries stepped up efforts around community mobilization with relevant stakeholders to advocate and enhance knowledge on women's and girl's rights and ensured ownership of the programme through strengthened partnerships with traditional and local actors. In **Malawi**, the Spotlight Initiative played a key role in raising awareness on the pivotal role of girls' education to teachers, parents and community members in collaboration with the Ministry of Education, Science and Technology. In **Nigeria**, measures taken to address this included a strong partnership with critical women groups such as high-level women advocates and the International Federation of Women Lawyers to speak up for women and broaden the participation and inclusiveness of women. In addition, the strategic alliance between the United Nations and key traditional leaders, especially the Sultanate Council, provided programming opportunities to advocate on the domestication of the Child Rights' Act and the need to increase girls' education in Sokoto State. In **Uganda**, the Spotlight Initiative worked with the Ministry of Education and Sports to engage the different religious denominations in the country, including Uganda Episcopal Conference, on the content of the sexuality education framework, which has seen softening of stances in other religious denominations.

The atmosphere for engagement with most at-risk populations, and structural enablers of violence, remains challenging in some regions and countries. In **Mozambique,** young activists have been threatened while raising awareness about violence against women and girls in communities. To manage this risk, the Spotlight Initiative is working with local actors seeking accountability, and women activists are being supported by both men and

women community leaders and champions providing them with security while also calling for accountability and an end to this abusive behaviour.

For the **Latin America Regional Programme**, structural problems include forced migration or trafficking, organized crime, the persecution of human rights defenders, structural racism against women of African descent and indigenous women, and criminalization of protests in Latin America. The Regional Programme is generating knowledge and evidence-based response proposals in order to: shed light on how these situations affect violence against women and girls in the region; strategize on the most effective methods to combat violence against woman and girls across varied contexts; and capitalize on the uproar of growing and powerful women's movements that have mobilized thousands of citizens to demand justice and the elimination of violence against women. The presence of gangs is being mitigated by Government's interventions, supported by the Spotlight Initiative, through coordination channels with communities and municipal governments to transfer women and girls to places with higher levels of security, having adopted mechanisms to avoid generating suspicion from criminal groups.

The **Honduras** and **El Salvador** country programmes and the **Latin America Regional Programme** have faced complexities with political polarization, and actions have been taken to engage in partnerships with relevant political actors to create bridges and put violence against women and girls on the parliamentary agenda of all political parties, including measures to end impunity. Also in **Honduras**, there is a fight against "gender ideology" by conservative sectors. This has had significant ramifications on public policy and the judicial process, including: lack of political will and institutional structures to end violence against women and girls; increased state control of women and girls' bodies, (sexual and reproductive health and legal restrictions on emergency contraception); and high levels of impunity within the justice sector (for example there is a proposal to revise the Penal Code to reduce penalties for perpetrators of violence against women and girls, especially sexual violence). The Spotlight Initiative team has been forging spaces to mediate and enhance solution-oriented dialogue between the Government and civil society, where deep tensions exist, and the National Steering Committee has been integral to this process. With regard to the **Safe and Fair Programme**, some domestic workers are afraid to go out and join activities because they lack documentation and there are regular security risks, such as immigration raids. The Safe and Fair Programme continues to support the International Domestic Workers Federation (IDWF – the global representative organization of domestic workers) with resources and partnerships to adapt as much as possible and to support all women at risk of violence and abuse.

There were also complexities related to the **availability of complete quality data to support programme implementation, monitoring and tracking** in 2019 mostly notably in **Uganda, Niger, Mali, Mexico** and for the Latin America Regional Programme. In 2020, the Spotlight Initiative will accelerate efforts to track and monitor implementation, collection and analyses of data across all Pillars to facilitate measurement of achievements and tracking of both direct and indirect beneficiaries. Capacity strengthening and partnerships are being undertaken across civil society networks to improve monitoring and access to data.

8.2 Lessons Learned

Lessons learned during the course of 2019 have informed the implementation of the programmes across Africa, Latin America and Asia through the Safe and Fair Programme. Below are the lessons learned across the six Pillars as well as those related to implementation management and programmatic aspects that are a great resource moving forward with further programming.

8.2.1 Lessons Learned Across and Within the Six Pillars of the Spotlight Initiative

Across Pillars – general:

- Mobilizing political will and buy-in and adopting a whole-of-society approach in all stages of Spotlight Initiative programmes will ensure effective delivery as well as national ownership and sustainability of Spotlight Initiative results. In particular, engagement with local authorities and direct beneficiaries at all levels of the programme ensures ownership and adds value while also enhancing the use of a human rights-based and survivor focused approach with a focus on leaving no one behind.
- Strengthening monitoring and evaluation efforts of Spotlight Initiative programmes is critical to track and accelerate programme implementation through rapid identification and resolution of bottlenecks, for collection and analysis of data across all Pillars, to promote inter-Pillar synergies and to facilitate accurate measurement of achievements.
- Building and ensuring stronger synergies and complementarity between the Spotlight Initiative and other programmes is

crucial for expanding results beyond Spotlight Initiative areas, for building on the evidence-base for, and for accelerated efforts to, eliminate violence against women and girls and leave no-one behind.

- Strengthened coordination across the Spotlight Initiative and all regional, national and local stakeholders creates opportunities for sharing innovative, promising and good practices, fostering knowledge exchange and establishing learning communities to strengthen multi-tiered approaches to eliminating violence against women and girls in a comprehensive manner and for sustainable action beyond the Initiative.

Pillars One and Two:

- While great strides have been made towards the promotion of gender equality and empowerment of women and girls in legal and policy frameworks, more concerted efforts are needed to increase the political will and buy-in of a range of stakeholders to accelerate implementation of policies surrounding sexual and gender-based violence, harmful practices, sexual and reproductive health rights and other laws and national action plans on violence against women and girls. The slow pace and non-linear movement of law and policy making can lead to delays in immediate results from the Spotlight Initiative's investment in law and policy making processes. Local authorities are more influential in ensuring that people adhere to laws and policies in the interest of promoting human rights and peace.

- The Spotlight Initiative has provided a much-needed platform to enhance collaboration and engagement between sectors such as health, gender, police, prosecutors, judiciary, education and finance, thus improving a multi-sectoral approach to addressing violence against women and girls, harmful practices and sexual and reproductive health rights.

- Systematic communication and coordination with the government at all levels (national, district and local), strong multi-sectoral coordination bringing the whole of government, and mobilizing leadership of local government is crucial for smooth, sustainable implementation, stronger synergies with other initiatives and achievement of Spotlight Initiative results.

- Working with local government actors and supporting local planning processes in particular ensures compliance in sectors' budgeting and expenditure on sexual and reproductive health rights and eliminating violence against women and girls and harmful practices.

Pillar Three:

- National actors, governments, traditional leaders, elders and communities need to be enabled to take practical and tangible actions towards changing social norms and addressing behavioural change. In particular, improved engagement with religious leaders to promote teachings that promote gender equitable norms can strengthen the Spotlight Initiative's work to change harmful social norms at the community and individual level.

- Allocating sufficient time when working with local communities, authorities and grassroots organizations for due process to be followed will effect change in social norms, behaviours and attitudes and result in tangible results on violence against women and girls, harmful practices and femicide.

- Ensuring the effective engagement of boys and men as agents of change within their communities to address harmful gender and social norms that enable violence against women and girls provides an opportunity for sustainability of programme results.

- Behaviour change campaigns and initiatives need to be adopted and tailored to the local context in order to ensure local relevance. The use of innovative approaches such as theatres, music and debates in public areas using local languages and local actors have shown to be promising communication approaches for challenging gender norms, initiating social dialogues on sensitives issues, conveying messages on violence against women and girls and harmful practices and facilitating ownership of and accountability for the issue.

- Working and enlisting youth in Spotlight Initiative programmes has a catalytic effect for addressing violence against women and girls within schools, universities and communities, and plays an important role in advocacy to drive policy change.

Credit: UNICEF/Ricardo Franco

> *"Today I am a proud man, because I know that I have changed,"* says Guidion Gulamo, 25.

When Mr. Gulamo participated in a training session for men about preventing sexual and gender-based violence, he realized that his own behaviour could be harming girls. "I used to date girls under 18. After the training, I understood it was wrong and that I could be hurting their lives," says Mr. Gulamo.

He now works within the community to raise awareness about sexual violence and to inform his peers about the law.

Under the Spotlight Initiative, more than 16,000 men across Mozambique were sensitized on women's rights and sexual and gender-based violence in 2019.

Nampula Province, Mozambique, 2019

Pillar Four:

- Engaging community members, including religious leaders, volunteers and women and girls, on the availability of services is necessary for increasing referral and use of services by survivors of violence.
- Holistic care and service provision that takes into account the needs of survivors, as well as family members, is crucial for successful rehabilitation and reintegration of survivors. Services should also take account of the needs of marginalized groups, in particular survivors with disabilities to ensure no one is left behind.
- Increasing respect and trust between key actors in civil society and government, with participation of high-level personnel, serves to institutionalize and facilitate the delivery of comprehensive essential health services.

Pillar Five:

- The joint baseline exercise afforded the Recipient UN Organizations, governments and implementing civil society organizations to understand the underlying factors that drives violence against women and girls, to analyse gaps in data and capacities of institutions, and afforded stakeholders the opportunity to adopt a tailored made solution and not a one-size-fits-all approach given the different prevailing socio-cultural contexts.
- The complexity of studies associated with femicide in differentiated socio-economic and vulnerable contexts requires a thorough and step-by-step engagement process to ensure technically coherent reviews that respond to the presented scenarios. Recommendations must be generated under a single conceptual and methodological framework that is aligned with programme objectives.

Pillar Six:

- Strengthening the capacities of civil society and women's organizations, particularly grassroots organizations is critical to achieving results for the programme. This includes meaningfully engaging the women's movements and civil society in decision-

making at all levels, including in the design, implementation and monitoring of interventions.

- Enhancing coordination and partnership with the women's movement, feminists, and civil society organizations that are inclusive in their operations has played a key role in achieving the Spotlight Initiative's results and ensuring that no one is left behind. Critical to this is the fact that the Spotlight Initiative funds have had a catalytic effect that has enhanced coordination and positive competition among civil society organizations and brought about a collective voice and advocacy for adopting laws, challenging inequitable gender norms, increasing services and demanding accountability. There is a need for greater focus and coordination to achieve the full gender equality agenda, especially while engaging the civil society organizations that are advancing the women's movement.
- There is a need to invest in civil society organizations' capacity in documentation of results and for better capturing of lessons learned.
- Mobilizing civil society and government actors at local levels are critical to implementation when there is polarization on the issue of violence against women and girls at national level. This has made coordination more feasible as there is more room to create and implement initiatives to prevent violence against women and girls with partnerships developed between local governments and locally established women's networks and organizations.

8.2.2 Implementation of Lessons Learned

Programme implementation and UN Reform

- A strong inception benefits good implementation. It is recommended that time is invested in meaningful joint planning and partnership building before implementation begins.
- Co-location in one programme office can build internal cohesion, minimize miscommunication and ease the transition into delivering as a Sustainable Development Goal fund.
- Joint delivery results in a more comprehensive overview of the investments being made in the sphere of eliminating violence against women and girls, as the close collaboration among Recipient UN Organizations prevented agencies from duplications in investments both in time and resources vis-à-vis relationships with government and civil society.
- Investing in open channels of communication between all Spotlight Initiative staff, the Resident Coordinator and the Heads of Spotlight Recipient UN Organizations makes it easier to agree upon joint positions, messages and strategies and to interact as one UN with stakeholders. A group chat on WhatsApp, a shared online drive or other platforms are simple but effective ways to quickly share information and maintain coordination across agencies.
- Formulating joint workplans at municipal level improves inter-agency coordination and prevents confusion on the part of local and national institutions and actors.
- Meetings by Pillar help prevent agencies from operating in silos and improves the technical coherence of programmatic interventions.
- Joint visits to the field by representatives from all Recipient UN Organizations can help facilitate multi stakeholder meetings.

Partnerships and coordination

- Planning, implementation and monitoring processes should be consultative and inclusive even if it results in delays, as

engaging all stakeholders allows the Spotlight Initiative to secure the political buy-in necessary to secure national ownership of activities.

- Complementarity with other, pre-existing programmes addressing eliminating violence against women and girls allows the Spotlight Initiative to benefit from an environment in which both government and communities are familiar with the interventions of international organizations. This complementarity can also lead to the systematization of good practices and the development of communities of practice.
- Regular and coordinated meetings with all stakeholders, especially at provincial and district level, are critical to generating a common understanding of the Spotlight Initiative across agencies, government partners, and civil society representations, as well as improving collaboration.

Working with the European Union

- The EU Delegations play a crucial role as advocates for the elimination of violence against women and girls to other development partners, which enables the Spotlight Initiative to leverage lessons learned and good practices, while building momentum around the collective effort.
- Engaging the EU Delegation in defining programme guidelines, protocols, and messages, as well as leveraging EU thematic expertise, helps move implementation forward.
- Regular meetings and information-sharing with the EU allows the Spotlight Initiative to build trust with its key partner.

Streamlining procedures for civil society

- A joint call for expressions of interest or joint calls for proposals, combined with extensive local outreach, joint UN capacity-building workshops, inclusive language and submission deadlines, all combine to allow local and grassroots organizations to better understand UN processes and leads to a higher number of applicants from local and rural areas. In line with the 2030 Agenda, the joint expressions of interest or joint calls for proposals also allows for a coherent and harmonized way for the United Nations to engage with civil

society partners.

- Dedicating time and space for civil society organizations to ask questions about application processes builds capacity, increases the number of qualified applications, and builds trust. These conversations also allow the United Nations to better understand the obstacles that smaller organizations face in partnering with the UN, which can inform efforts to adjust UN procedures to respond to the existing local barriers (for example, allowing organizations to apply in consortiums or accepting proposals in local languages).

Chapter 9: Innovative, Promising or Good Practices

9.1 Global Efforts on Facilitating Evidence-Based Programming and Innovative and Promising Practices

At the core of the Spotlight Initiative are the twin goals of executing comprehensive, evidence-based programming to eliminate violence against women and girls and serving as a global knowledge platform on eliminating violence against women and girls. Through significant investments in Africa, Latin America and Asia in 2019, the Spotlight Initiative regional and country programmes have generated a wealth of knowledge on the multi-dimensional aspects of programming to eliminate violence against women and girls Cultivating practice-based knowledge and identifying innovative and promising practices were critical to contributing to the evidence-base and set the foundation for targeting innovative solutions and scaling up the programming to eliminate violence against women and girls across the globe. As it has helped to accelerate the achievement of all the Sustainable Development Goals, the Spotlight Initiative has been characterized through its ambitious agenda as being a platform for innovation while still embodying the "do no harm" principle.

To catalyse this process, the Spotlight Initiative Secretariat has developed guidance and methods for identifying and documenting innovative, promising and good practices. Throughout 2019, the Spotlight Initiative Secretariat has continuously shared key resources on eliminating violence against women and girls with countries to inform evidence-based programme development and implementation. Launched in 2019, the **Community of the Spotlight Initiative (COSI)** is also a dynamic global community of practice that is growing into an active community with regular engagement from UN teams across all Spotlight Initiative regions. The foundations of the Community of the Spotlight Initiative were built in 2019, consisting of various virtual spaces for multi-level engagement, including an **email group**, **virtual library and calendar**, as well as linkages to other UN learning platforms. The Community of the Spotlight Initiative has facilitated learning and knowledge exchange across Spotlight Initiative programmes, allowing the Initiative's teams and the Secretariat to share evidence-based resources, information on learning opportunities, and complexities and successes at country and regional levels. It is also amplifying

the capture and uptake of promising practices and lessons learned to support comprehensive programming to eliminate violence against women and girls and new ways of working in the UN system.

In 2019, the Spotlight Initiative Secretariat also set up a **Knowledge Management Focal Points Network** with knowledge management officers and designated focal points across all regional and country programmes in Africa, Latin America and the Safe and Fair Programme in Asia. This was created as a key mechanism to develop the capacities of knowledge management across all regions and facilitate the capture of innovative and good practices and a community of practice that fosters knowledge exchange and sharing of these practices and lessons learned. In alignment with the Global Knowledge Management Strategy and Workplan, each country was able to develop **knowledge management strategy and work plans** to carry out robust knowledge management for Spotlight Initiative programmes, and the Network has provided focal points with an open space to support one another in the process of knowledge generation, capture, dissemination and uptake across Spotlight Initiative programmes. Regular meetings have been and continue to be held with consistent bilateral support, and in 2020 knowledge management focal points from the new regions – Central Asia, the Caribbean, and Pacific – will join the Network. Knowledge management work plans for each programme will be finalized and a WhatsApp group of all knowledge management focal points will be set up to provide a space for regular informal exchange and to foster a greater sense of community within the Spotlight Initiative knowledge management team. Knowledge management focal points will be mobilized to facilitate active engagement of the Community of the Spotlight Initiative's virtual spaces in coordination with the Secretariat.

The Secretariat, in coordination with UN agencies, has organized **learning sessions** on various topic areas (such as lessons for effective, ethical programming, adaptation and scale-up of social norms programmes for the prevention of violence against women and girls) in order to develop capacities on technical and knowledge gaps identified from needs assessments. **Reflection and check-in calls** were held with all regions to facilitate cross-country exchange and to identify and document lessons learned and promising practices from the design phase and early implementation which could direct future Spotlight Initiative programming. In coordination with core UN agencies, the Secretariat also created a Spotlight Initiative Repository of Capacity Development Resources[52]

52 Repository of Capacity Development Resources

on eliminating violence against women and girls, which provides capacity development resources to assist country and regional teams implementing Spotlight Initiative programmes across the globe. The Secretariat releases **monthly newsletters** featuring relevant guidance, tools, studies, upcoming webinars, events and calls for proposals, as well as knowledge products developed by Spotlight Initiative country teams to encourage learning and share news from Spotlight Initiative countries.

9.1.1 Global Efforts on Innovative, Promising and Good Practices in Implementation

In 2019, one priority for the Secretariat was to develop **region-specific guidance for UN Resident Coordinators** on the design of country and regional programme documents, with a focus on outlining how Spotlight Initiative programmes should align with the UNDS Reform Agenda. This guidance was an important first step in facilitating the transition from the pre-reform implementation of the UN Development Assistance Framework to the implementation of the Spotlight Initiative as a Sustainable Development Goal fund. The guidance documents included dedicated sections on collective responsibility for achieving the 2030 Agenda, integrated programming, the empowered and impartial Resident Coordinator system, and consolidated back-office support, in addition to information on the Spotlight Initiative's new way of working with civil society. As Spotlight Initiative teams have finalized recruitment and are looking for opportunities to further improve inter-agency coordination, they are actively seeking operational mechanisms to implement joint business operations and shared staffing, capitalizing on the efforts ongoing with the Business Operations Solutions (BOS) and other reform-driven implementation support initiatives.

In addition to the region-specific guidance, the Secretariat developed a series of joint guidance notes in order to outline some of the innovative principles of Spotlight Initiative programming and to systematize efforts to push agencies to work differently. One such principle was the strong recommendation for 30 to 50 per cent of programme outcome costs to be delivered through civil society organizations (including as implementing partners, as grantees or as vendors), with 50 to 70 per cent of that funding going through national, local or grassroots civil society organizations. This guidance pushed Spotlight Initiative programmes across regions to more meaningfully engage a diverse range of civil society partners in the spirit of UN Reform and of leaving no one behind. Another principle was the earmarking of at least 40 per cent of

total programme costs towards sexual and reproductive health rights (SRHR) coverage for all programmes in Africa. This region-specific guidance provided Spotlight Initiative teams with an objective standard against which to measure their investment in this target area.

The Secretariat has also produced solution-oriented guidance notes on the management and implementation of the Spotlight Initiative. These guidance notes take into account both the rules and needs of all UN agencies in order to provide comprehensive and universal support to programme offices. These notes cover the entire project cycle of the Spotlight Initiative: from the governance, legal framework and programme operationalization to reporting requirements and from programmatic and budgetary revisions to closing the project. This practice streamlines both programme support and programme operations, and it allows for cohesive, standardized expectations and practices across the Spotlight Initiative, regardless of agency.

In addition to these budgetary principles, the Secretariat guidance encouraged programmes to develop financing strategies that would promote innovative and sustainable solutions, including through non-traditional partnerships, engagement of the private sector, mobilization of domestic resources and use of new technologies. The guidance also directed programmes to implement an inclusive, multi-stakeholder processes under the overall coordination of the Resident Coordinator, by engaging governmental and civil society organizations, determining clear and distinct roles and responsibilities, and undertaking consultations, in particular with local and grassroots civil society organizations, including organizations representing groups facing multiple and intersecting forms of discrimination, throughout the different phases of the Initiative. Standardizing the Secretariat's expectations for implementing these innovative principles streamlined both programme support and programme management, allowing for more comprehensive programming to eliminate violence against women and girls across the Spotlight Initiative.

Furthermore, as the EU engages with Spotlight not just as a donor but also as a true partner. One illustration is the issuance of **joint EU-UN letters** to inform the UN Resident Coordinator and the EU Head of Delegation on Spotlight Initiative matters in a coordinated way. Examples of these joint letters include the joint update on the operationalization of Spotlight and the joint note on the start of programme implementation. The Secretariat also sent **joint EU-UN guidelines** to programmes in Central Asia, the Caribbean, and the Pacific to guide programme design and operationalization in their first year of operation. These joint EU-UN communications mark a distinct change from the past way of working and contribute to the reputation of the Spotlight Iniatiative

as more than another joint programme but rather a true demonstration fund and flagship programme.

In light of UN Reform, the Secretariat held **inter-agency meetings** to provide the space for all agencies to offer input to the evolution of the Spotlight Initiative, to share information and good practices, to raise concerns, and to align with unified messaging. At the highest level, the Secretariat convened meetings between the Deputy Secretary-General and Heads of Agencies for the purpose of high-level joint decision-making. These meetings bring Principals together to find solutions to bottlenecks and drive the Initiative forward, but they also open up a space for inter-agency dialogue, the benefits of which extend far beyond the Spotlight Initiative. For example, at the last Heads of Agencies meeting in December 2019, the Principals agreed to resolve cash-flow shortages for agencies that have delivered most or all of their allocations in countries that have not reached the combined delivery rate needed for replenishment. These decisions are representative of the Spotlight Initiative's commitment to synergistic delivery.

One innovative practice that resulted from a Heads of Agencies meeting in 2019 was the standardization of "**un.org email addresses**" across Spotlight Initiative staff. The Deputy Secretary-General and Heads of Agencies collectively agreed that, in the spirit of "one UN," all individuals working on the Spotlight Initiative, whether part-time or full-time, would use a un.org email instead of an agency-specific one. This practice has contributed to the visibility of the Spotlight Initiative and continues to foster a greater sense of community among Spotlight Initiative staff, not only across agencies but also across regions.

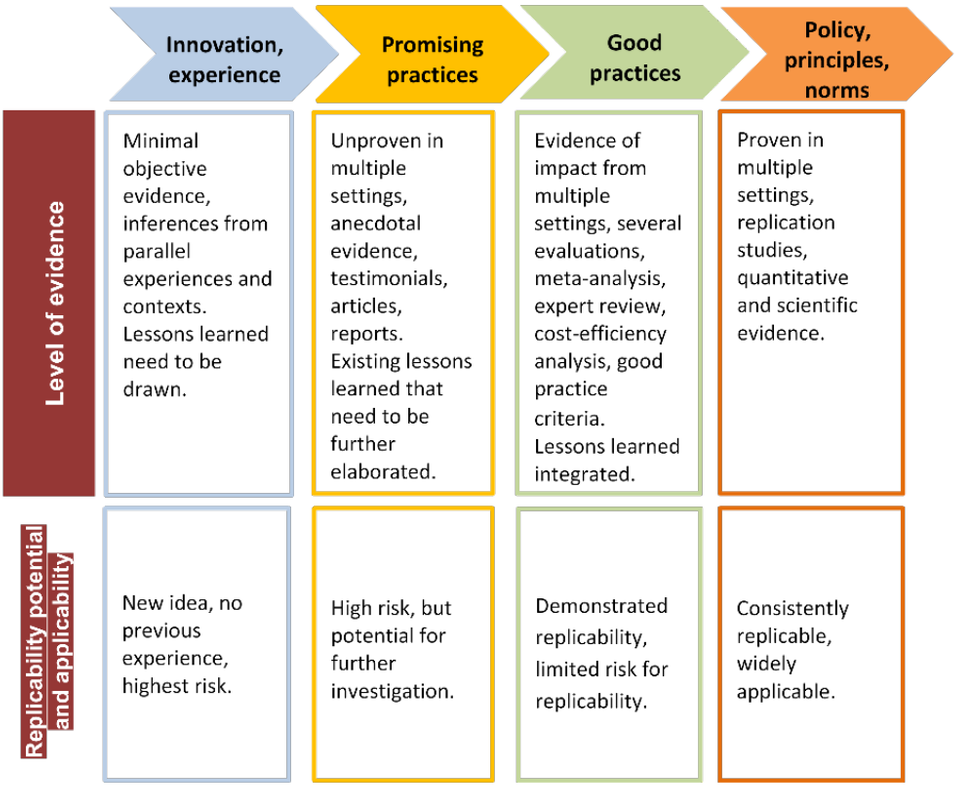
In addition to Heads of Agencies meetings, the Secretariat organizes monthly meetings with **agency focal points,** which are another unique forum for inter-agency coordination that includes all Recipient UN Organizations, not just the core agencies. These meetings allow for a less formal and more inclusive approach to joint work, building inter-agency cohesion and trust at headquarters-level while equipping agency focal points with the necessary information to support Spotlight Initiative agency staff at country-level.

9.2 Country and Regional Innovative and Promising Practices: Technical

The Spotlight Initiative has accelerated efforts to eliminate violence against women and girls through championing innovative, promising and good practices across all six Pillars of the Spotlight Initiative theory of change in 2019. Spotlight Initiative regional and country programmes in Africa, Latin America and the Safe and Fair Programme in Asia have analysed all elements of programming through a refined methodological process and a set of criteria to identify the most innovative practices, nurture those with potential for growth and improvement, and identify promising practices for further evaluation.

State of a practice: good practice or promising practice?

The following set of criteria will help you to determine whether a practice is a good practice:



Adapted from Hancock, J. (2003): *Scaling-up for increased impact of development practice: Issues and options in support of the implementation of the World Bank's Rural Strategy. Rural Strategy Working Paper, World Bank, Washington D.C.*

In 2019, Spotlight Initiative programmes have piloted and strengthened practices spanning a range of innovations and built the evidence-base on eliminating violence against women and girls. These practices include:

community engagement that transforms mindsets; innovative partnerships accelerating efforts to eliminate violence against women and girls and harmful practices; and developing technology that contributes to eliminating violence against women and girls, tackles cyber gender-based violence and brings services closer to women and girl survivors of violence. These practices will ultimately catalyse a new generation of feminism and reach those furthest behind. The practices have varied intersecting linkages between Pillars and cross-cutting issues aligned with Spotlight Initiative principles, including leave no one behind, do no harm, and work with women and girls that face multiple and intersecting forms of discrimination.

9.2.1 Innovative Community Engagement Approach Stimulating Change in Mindsets

The Spotlight Initiative has introduced several **innovative approaches** to reach people of different ages and backgrounds in public spaces to change mind-sets and promote gender equitable norms. In **Uganda**, the Spotlight Initiative is employing innovative and evidence-based approaches, including **SASA!**, a ground-breaking community mobilization approach. SASA! is unique in its focus on unpacking power, both its positive and negative uses. It walks communities through a process of change that goes beyond the traditional cycle of awareness-raising, engages a critical mass of people, and helps staff and community members to reflect on their own lives and relationships before trying to influence others. Use of this approach is showing an impact in refugee settings with a marked increase in reported incidents. Community leaders are gradually becoming partners in reporting such incidents and offering protection for survivors against retaliation. In addition, traditional courts are reporting sexual and gender-based violence to the appropriate authorities as a crime and there has been a positive influence on, and improved attitudes towards, power dynamics in relationships and within the broader community. In **Mozambique**, the Spotlight Initiative is using a **participatory theatre** in Nampula province with locally known artists, drawing members of the public around bus stations and markets to actively engage in the unfolding of the play while debating and reflecting on concepts around violence against women and girls and harmful practices. The debates after the plays show gender norms being challenged and people reflecting on their beliefs. The programme has also worked with 1,700 girls and boys in setting up a **child-to-child media network** promoting gender equality and the elimination of violence against women and girls that produced 2,448 peer-to-peer radio programmes airing on 30

community radios, 11 Radio Mozambique public stations and on the national public TV station, with an estimated coverage of more than 5 million children nationwide. In **Niger,** through the **Spotlight Initiative,** an interactive popular theatre event produced and performed by **local boy and girl scouts** with skills in animation and communication in public places, which is accessible to all members of communities, has become a promising and innovative strategy in lifting the silence and taboos on violence and harmful practices, and empowering young girls and boys. The theatre, which is widely popular, produces pieces on key themes such as rape, child marriage, excision, non-schooling of girls, and physical violence, and it engages the youth and communities in debates and reflection on violence against women and girls.

Faith-based systems respond to femicidal violence against women and girls – an innovative practice in El Salvador

In El Salvador, the Spotlight Initiative, ACT Alliance and the Evangelical University of El Salvador developed the **first diploma on "Pastoral Action against Femicidal Violence and Pregnancies in Girls and Adolescents".** The course was designed to contribute to the construction of non-violent masculinities and improve the responses of faith-based communities towards women and girls who face violence. A total of 120 people from 20 Christian-based organizations of various denominations participated in the first phase, given free-of-charge to members of the academic community, pastors, community leaders and faith-based organizations. The course consisted of: an analysis of femicidal violence in El Salvador; establishing a biblical-theological basis for carrying out pastoral action for the prevention, detection, care and restitution of rights for cases of violence; preparing a protocol of care for women, adolescents and girls who seek help at churches; and formulating care routes for victims of gender-based violence at community level, among other focus areas.

The course has integrated the importance of addressing violence against women and girls and femicide in the faith-based system, which **until now, traditionally has never focused on these issues nor been coordinated at this level.** Given the mistrust with public services, women and girls turn to churches to access essential care services and where there were once antagonistic views, an open dialogue has now been established. There has since been significant demand for the course. The Spotlight Programme will analyse how the course can be systematized and adapted for others. The course was validated by

various UN experts and the University and was strategically designed for replication across Latin America, given the similar church structure and presence of ACT Alliance across the continent. To further expand, adapt and sustain impact, the Spotlight Programme is in discussions with the University to permanently offer and incorporate the course into its curriculum, as well as see how other relevant courses can be provided.

COMBAT-ing female genital mutilation in Uganda: A promising approach to creating safer communities for women and girls

The Spotlight Initiative in **Uganda** is using an innovative model, community-based actions teams (COMBATS) to end violence against women and girls and, particularly, harmful practices like female genital mutilation in communities. Used by the National Association of Women Organizations in Uganda (NAWOU) in its community development work under Pillar 6, COMBATS consists of key women and men who lead the movement to end violence and mobilize community members to take action and ownership of the cause. Active in the Amudat, Kitgum and Tororo districts, distinguished community leaders who are passionate about women's rights and outspoken on eliminating violence against women and girls and harmful practices have already created impact in their districts. Following on from the work of COMBATS, two former female genital mutilation surgeons have denounced the practice and were so inspired that they even joined COMBATS to motivate others to end the practice. Two cultural leaders who used to champion female genital mutilation have also denounced the practice, and COMBATS rescued a woman experiencing violence from her husband and pursued the case to have the perpetrator arrested. Sustainability is at the core of COMBATS, having galvanized community members across the three districts to speak against violence against women and girls and harmful practices and cultivated a change in knowledge, attitudes and practices posed to extend beyond the Initiative. Efforts will deepen in 2020 to bring about wider transformation in these districts, and the model has potential for replication across communities in Uganda, and beyond.

Responsible reporting on gender-based violence and feminicide – A promising practice in Argentina

In Argentina, the Agreement for Equality was developed and adopted by media executives and stakeholders to promote responsible news coverage of violence against women and girls and femicide and reinforce gender equality in the media. Specifically, the aim was to a) reach agreements with media owners and executives and b) train journalists, correspondents and communications students on gender and violence against women and girls.

The Spotlight Initiative team established relations with the press, the Governor's press relations contacts and local journalists and a high-visibility event was held to establish the Agreement with political engagement at provincial level and with renowned national experts. Reporters drafted materials that were validated by gender editors and journalists specializing in the issue, and were disseminated amongst the wide range of stakeholders that attended. The Agreement includes **ten recommendations on how to communicate news related to violence against women and girls, femicide, and comprehensive sexual education, as well as ten provisions establishing the type and characteristics of messages that the media would release**. A specialized training workshop for journalists and journalism students accompanied the event and the adoption of the Agreement. The activity first took place in Salta, then was replicated in Jujuy and Buenos Aires.

Both original aims were met, yet the practice **grew beyond the expectations of the team**. Support continued to be provided to provincial media beyond the planned activity, as principal media companies in Salta and Jujuy **unexpectedly created gender editor positions in their companies**. In 2020, training will be provided specifically to strengthen the gender editor roles. Journalist networks, including amongst the trainees, were created to exchange experiences, provide support and establish further consensus on the criteria and approach to publishing news on violence against women and girls and femicide. To be followed by more systematic assessments, early conclusions find that news on the disappearance of women, sexual abuse, and femicide have been approached in a more responsible manner. It is expected that the establishment of the Agreement and accompanying activities will be further replicated throughout the Province of Buenos Aires. Further, it will be taken up by *Grupo Clarín*, the **largest media outlet in the nation.** Media companies and journalists will continue receiving support from the Spotlight Initiative to develop high-quality materials for **future adoption and implementation of the Agreement for Equality.**

9.2.2 Innovative Partnerships to Address Violence Against Women and Girls and Harmful Practices

Spotlight is introducing **innovative and promising** partnerships with various stakeholders to address violence against women and girls and harmful practices. In **Malawi,** the programme set up a **Spotlight Initiative Media Network**, comprising 53 journalists from national and community level media outlets across the country and enhanced the awareness of the network members about the Spotlight Initiative, its goals, principles and planned interventions in Malawi on gender-sensitive reporting and on gender-based violence laws. The Network is a strategic and key resource for UN agencies that work with the Network to promote gender-sensitive reporting in Malawi, to maximize the Spotlight Initiative's visibility and disseminate harmonized key messages simultaneously across Malawi. As a result, there has been increased awareness of sexual and gender-based violence among members of the media, and the Network has played an important role in raising awareness of the topic in communities. The Network has also helped to promote accountability of duty bearers, who are pressured to assume responsibility for the response to sexual and gender-based violence. In October 2019, addressing network members during a training session, Alex Banda Chairperson of the Network, said. **"In as much as gender biases are natural and could act as internal factors in censoring media content to the disadvantage of women and girls, journalists need to stick to their professional call to duty which overrides such human tendencies, and bring such issues into the spotlight while holding duty bearers accountable."**

In Mali, the Spotlight Initiative is rolling out a promising practice with traditional chiefs. In 2019, the Chief of Canton of Illela was supported to combat child marriage in his constituency Canton of Illela, in the Tahoua region through the **dissemination of and enhancing awareness of the decree against child marriage**. Over 226 village chiefs were mobilized and sensitized on the decree which was favourably received by the community and is already producing results. Around 40 child marriages have been cancelled in Canton and girls have been able to continue with their education. **In Liberia,** the Spotlight Initiative has used an innovative approach to strengthen coordination among civil society in joint advocacy and response on eliminating violence against women and girls in Liberia. Accordingly, for the first time, some **779 civil society organizations and community-based organizations (45 networks and coalitions, 11 groups of people with disabilities, 7 groups of people affected by HIV/AIDs, one albino group and 13 LGBTQI groups)** were mapped and a database created to identify themes, existing strengths,

gaps and capacities in the five Spotlight Initiative counties. These civil society organizations were then integrated into thematic groups, and their capacities on advocacy, management, programme development, and resource mobilization were enhanced. **Five Civil Society Organization Secretariats** were established in the Spotlight Initiative counties for advocacy, reporting and response on sexual and gender-based violence and harmful practice incidents and the promotion of sexual and reproductive health rights. This has resulted in civil society jointly advocating for zero tolerance of all forms of violence perpetrated against women and girls in Liberia. The group is also sharing information through social media, including WhatsApp, which has improved coordination with the government response services, referrals and follow-ups in collaboration with security, health, gender and county authorities. Beyond the Spotlight Initiative, this civil society mapping is also being used to inform and guide UN Sustainable Cooperation Framework (2019–2024) implementation to ensure no one is left behind.

The Spotlight Initiative is also strengthening promising partnerships with **non-traditional partners** across **Latin America.** In **Argentina,** Spotlight strengthened partnership with the Indigenous Peoples Secretariat of the Province of Jujuy, the Ministry of Human Development, the National Microcredit Commission (CONAMI) and the civil society organization *Finandes,* enhancing the capacities of 25 indigenous women leaders in Jujuy through economic empowerment programmes. With the support of local specialists in gender and eliminating violence, participants learned to provide primary assistance and referral of cases of violence against women and girls and were reportedly able to develop specific business plans they could replicate. Participants strengthened social relationships and labour networks with other women participants, trainers and provincial authorities. In **Honduras,** a course on the prevention of gender violence was designed for the National Autonomous University of Honduras. As a result, **university students are learning how to prevent and report sexual violence** and will be engaged to monitor the course's impact within the university community.

In Asia, the Safe and Fair Programme facilitated the establishment of a working group on eliminating violence against women migrant workers (EVAWMW). This is a technical platform to exchange ideas and resources and to facilitate joint work across various stakeholders including civil society organizations, government, UN agencies and researchers. It ensures that women migrant workers are fully engaged in discussions related to labour migration and ending violence, **providing an opportunity for civil society organizations to participate at the political level and engage in a space where their expertise**

and contributions are acknowledged. The working group has provided the opportunity for diverse actors to identify synergies and develop alliances. For example, a partnership was developed with the Consular Department of the Ministry of Foreign Affairs resulting in a standard operating procedure for how foreign service officials respond to cases of violence against women. A dialogue between the **Viet Nam** Association of Manpower Supply and civil society on gender mainstreaming in Law 72 has resulted in the revision of this Law**.** This good practice in particular puts violence against women onto the government agenda. The establishment of this working group significantly contributes to the sustainability of initiatives from the working group on eliminating violence against women migrant workers, by providing a space for continuous knowledge exchange and learning across various sectors, solidifying lasting partnerships between government, civil society, researchers, experts and other national actors on safe labour practices and eliminating violence against women. An evaluation will be conducted in 2020 to assess the practice, adapt where helpful, and obtain expert validation for its continued success.

Partnerships with traditional leaders to bring an end to harmful practice – An innovative practice in Liberia

I**n Liberia,** the Spotlight Initiative has promoted an innovative partnership with traditional leaders. The Spotlight Team garnered high-level commitments to promote sexual and reproductive health rights and secured increased buy in from the influential **National Traditional Council of Chiefs and Elders** in reviewing **existing legislation, institutional capacity, and prevention and response mechanisms to eliminate violence against women and girls and harmful traditional practices**. This partnership led to the August 2019 Government of Liberia signing of the **'Seven-Count Policy'**, suspending all Sande[53] interventions, including female genital mutilation, for one year in the presence of 112 traditional leaders from all the 11 female genital mutilation-practicing counties in Liberia. This signing gradually built a culture of trust with the Council and resulted in a joint comprehensive mapping (inventory) by the Council, the UN, and the Government of all existing female genital mutilation practitioners and Sande schools. In total, 822 women *zoes* and practitioners were recorded in Spotlight Initiative counties to help monitor implementation of the Seven-Count Policy. These *zoes* and practitioners were monitored and supported

53 The Sande is a secret women's society that initiates girls into adulthood with rituals including female circumcision.

with alternative livelihood options at the community level, which will be critical for the reduction of female genital mutilation in Liberia. Another milestone of this partnership was a joint identification by the Ministry of Internal Affairs, the Council, and the UN of alternate locations to replace **Sande schools with Heritage Centres.** This innovative practice provides alternative sources of income for traditional practitioners that will systematically devalue female genital mutilation practice in Sande Society and promote positive traditional practices. This practice aims to achieve zero tolerance to female genital mutilation in Liberia.

"The time has come for me to change after 35 years in the business of bush activities (female genital mutilation). Many people have asked me to leave bush business, but my question has always been "What will I do to support my family?" I see the new project as a good opportunity that all the traditional practitioners across Liberia should be proud to receive with both hands."

— Yatta Fahnbulleh, 65, Grand Cape Mount County, December 2019

9.2.3 Innovative Use of Technology and Mobile Centres

Technology and mobile centres bring services closer to women and girls' survivors of violence and provide the evidence-base for improved programming and policies on the elimination of violence against women and girls.

Spotlight Initiative countries are using real time and digital technologies such as U-Report, Rapid Pro Platform and WhatsApp, among others, to bring services closer to women and girls, analyse data and assess knowledge and attitude for evidence-based programming and policies on eliminating violence against women and girls. For example, in **Mozambique,** the Multisectoral Mechanisms to Respond to Gender-Based Violence that brings together social protection, health, police, justice, and civil society organizations for a response to violence against women and girls is using a **WhatsApp group** to ensure timely responses when cases of sexual and gender-based violence arise. With a strong safeguard mechanism, and strict codes of conduct, exchange of information improved, thereby resulting in timely referral and assistance to women and girls' survivors of violence among stakeholders. In **Uganda,** an innovative application developed by Uganda Law Society enables access to interactive voice recording of free legal aid services in seven local

languages covering populations in the Spotlight Initiative districts and beyond. The application enhances understanding and reporting of violence against women and girls and harmful practice cases, enables clients to reach out to a lawyer for representation and links clients to other essential gender-based violence services. This application is playing a critical role in bringing services closer to marginalized groups that lack transport facilitation or are afraid of visiting public legal aid centres. In **Nigeria,** the Spotlight Initiative has rolled out the use of the Child Protection Information Management System (CPIMS) an innovative practical, field-level software that supports effective and timely data collection and case management of individual vulnerable children at national and subnational level. It was originally designed for the humanitarian context. The tool is providing real-time data on different forms of violence against girls, in particular vulnerable children, and supports referrals, transfers, and other services at the same time. As a result, this tool has contributed immensely to improved capacity of government in record keeping, monitoring and referral of services and has reached over **5,437 girls** in the Nigeria focus states of Adamawa, Borno, Cross River, Gombe, Lagos, Plateau and Yobe. The real-time data analysis has also provided the evidence-base for increased investment in strengthening protection systems.

In **Malawi**, the Spotlight Initiative has supported the launch of the Rapid Pro platform, which enables the collection of data related to violence against women and girls and harmful practices, including incident data for the Malawi Police and Ministry of Gender Children Disability and Social Welfare from a simple mobile phone – a critical feature, given limited internet availability within Malawi. The platform was also used to measure knowledge and attitudes at the community level on violence against women and girls. The programme has also used **U-Report poll**, a social messaging and monitoring tool reaching over **36,000** youth on attitudes towards violence against women and girls, harmful practices and the quality of and access to sexual and gender-based violence services. The results of the polls have provided relevant information for programming, including awareness on knowledge gaps, perceptions, opinions on social norms, behaviours, in particular cultural behaviours predominant in the communities and the society at large.

In **El Salvador**, the scope of prevention work has been broadened by creating the first tool in the country to engage young people on masculinities through digital platforms, a chatbot called “Between us it is worth asking”. It has been developed to interact with young people primarily between the ages of 19-32 on Facebook messenger, and it lays the foundation for increased access to care and services for victims of violence through the dissemination of

information on violence against women, sexual education and promotion of healthy masculinities. The platform was developed and validated with young people and with the Tejedores de Igualdad collective with a focus on changing patterns and behaviours. The practice has increased accessibility for young people, moving beyond traditional workshops or awareness campaigns to being simply integrated into a digital platform that is already widely used.

The Spotlight Initiative is also bringing services closer to women and girls through mobile services. In **Zimbabwe**, a **mobile One Stop Centre** is providing multi-sectoral gender-based violence services in remote and hard-to-reach areas and reaching the most vulnerable survivors of violence against women and girls. In the swiftly changing Zimbabwean environment, characterized by climate change and economic hardship, the provision of mobile services is demonstrating some promising results towards enhanced and timely access to the response to violence against women and girls. Some 749 survivors have so far accessed mobile gender-based violence services, and beneficiary feedback includes positive insights on the benefits of a mobile service. Community volunteers responsible for awareness raising and referrals have also reported that the availability of mobile services closer to the communities has made outreach efforts more effective and contributed to an increase in the number of referrals who successfully made use of gender-based violence services. In **Uganda**, through the Spotlight Initiative, the United Nations has partnered with the Uganda Law Society and Court Magistrates in clearing gender-based violence case backlogs through facilitation of the **mobile courts system in** refugee settlements.

Integration of disability rights in the Spotlight Initiative – A promising practice in Zimbabwe

The Spotlight Initiative in Zimbabwe embodies the principle of 'leaving no one behind'. Disability inclusion was ensured in the programme's development and during implementation. The intonation "nothing for us without us" is stressed by the disability society in Zimbabwe, and the Spotlight Initiative ensured that Disabled Persons Organizations (DPOs) represented mainly by women with disabilities are involved meaningfully in developing and implementing disability-related activities. As a result, disability rights and inclusion has become a key theme within the UN country team allowing the team to be prepared for the implementation of the UN Disability Inclusion Strategy (UNDIS) in the coming years. The Disability Persons Organizations were empowered to advocate for disability rights and to address violence against women and girls with disabilities using laws and policies as well as awareness raising in communities. The National Disability Board Strategic Plan (2020-2022) was developed, and its implementation will start in 2020 with the Spotlight Initiative's support.

The UN Partnership to Promote the Rights of Persons with Disabilities Secretariat has identified the Spotlight Initiative in Zimbabwe as a unique promising practice where disability rights and inclusion have been systematically integrated in a UN flagship programme.

This is a promising practice in terms of joint programming, joint implementation, and joint advocacy for the fundamental rights of one of the most vulnerable groups.

9.2.4 Innovative Approaches for a New Generation of Feminism and Reaching Those Furthest Behind

In Malawi, the Spotlight Initiative has set up **the first Young Feminist Network**, comprised of young women and men Malawian feminists between the ages of 18-30 from university students to young professionals, facilitating dialogue and activism for gender equality and social justice. The network contributes to the larger women's movement in advocating for the end to women's rights violation and is facilitating intersectional and intergenerational dialogue on gender equality and on eliminating violence against women and girls,

while focusing on applying the leave no-one behind principle. With youth composing approximately 66 per cent of the Malawian population, the network, an innovative practice, aims to empower young women and men to play a role in advocating for human rights and social justice. The network has already elevated the importance of feminism in Malawi and given a voice to marginalized populations. Hundreds of University students were mobilized to expose the existence of a rape culture among the student body.

In **Zimbabwe,** the Spotlight Initiative has launched an **Innovators Against Gender-Based Violence programme.** The Innovators are graduate students who are tasked with bringing new innovations to addressing gender-based violence in the localities where they are deployed. They are using their skills and expertise to strengthen community-based organizations and civil society organizations' organizational systems of governance and their administrative and financial management functions. The Innovators started their 12-month journey to implement programmes and campaigns to address gender-based violence and other harmful practices in the Spotlight Initiative provinces and districts, with support from their host organizations in December 2019. A total of 47 Innovators were recruited and of these nine (seven women and two men) are research Innovators conducting various research on sexual and gender-based violence, harmful practices and sexual and reproductive rights issues providing some of the first content for the Spotlight Initiative sexual and gender-based violence **and feminist knowledge hub**. The remaining 38 (26 women and 12 men) are deployed to Spotlight Initiative districts, where they provide in-house district-level support to selected women's groups and civil society organizations that are receiving grants under the Spotlight Initiative. The Innovators s will provide programme, administrative, monitoring and evaluation, knowledge management and communications and advocacy support to the community groups.

9.3 Country and Regional Innovative and Promising Practices: Implementation

In addition to the innovative and promising practices that Spotlight Initiative programmes exhibited in 2019, these programmes also invented creative new ways of working from an implementation management standpoint. In the spirit of UN Reform – itself an innovation – Spotlight Initiative teams implemented new coordination mechanisms, led by empowered United Nations Resident Coordinators, that ultimately led to stronger management and more impactful results.

9.3.1 The Role of the Resident Coordinator

Within the governance structure of the Spotlight Initiative, the Resident Coordinator plays an important role. Under the UN Reform Agenda, the Resident Coordinators are tasked with overarching oversight and accountability for the United Nations Sustainable Development Cooperation Framework. This role allows for an empowered and impartial Resident Coordinator system that can shift the United Nations towards an integrated working model that better supports the achievement of the Sustainable Development Goals. The Resident Coordinators have also been a key support system in guiding Recipient UN Organizations along the necessary learning curve to delivering under the UN Reform, especially in terms of overseeing the operationalization of joint back-end functioning. As the Spotlight Initiative is the first demonstration fund to be overseen by the Resident Coordinator, this unique coordination role has been a key indicator of the Spotlight Initiative's progress in operating and delivering jointly.

9.3.2 Promising a Co-Location Approach to Inter-Agency Coordination

The joint delivery requires UN agencies to identify opportunities for joint processes, and to deliver collectively on a cohesive theory of change. However, Spotlight Initiative teams found such comprehensive programme cohesion difficult when staff from different agencies worked out of different offices, mainly in countries where the United Nations is not already co-located in a joint UN House. Consequently, several Spotlight Initiative programmes chose to "co-locate," bringing the entire team into a shared space. This co-location resulted in greater internal cohesion, reduced miscommunication, and elevated the visibility of Spotlight. In **Malawi**, the Secretariat decided to be housed under the Resident Coordinator's Office in a building that came to be known, both internally and among the local community, as the **Spotlight House**. More information on this practice is included in the text box titled "Co-location in Malawi: The Spotlight House." in chapter 6. In **Honduras,** the country team also agreed to co-locate under the Resident Coordinator's Office as a way to ensure coordination and to establish visibility and credibility among potential partners. In **Mali**, all agencies co-located in a common "**UN House**" in order to simplify coordination procedures and reinforce coordination mechanisms, a decision with which the team credits its accelerated implementation by the end of 2019.

9.3.3 Innovative Governance and Coordination Mechanisms in Service of UN Reform

In order to standardize coordination, several Resident Coordinators oversaw the establishment of dedicated inter-agency committees or units within Spotlight Secretariats. In **Argentina**, the Spotlight Team leveraged a pre-existing **institutional inter-agency group** for decision-making both at a political-strategic level and at an operational and managerial one. This group is responsible for the preparation of working guidelines and protocols and information-sharing instruments, as well as for ensuring that interventions are cohesive and comprehensive. In **Malawi**, the **Inter-agency Core Team** coordinated implementation plans to address programme delays and developed standard operating procedures to identify and operationalize joint working modalities. In **Zimbabwe**, the **Spotlight Inter-Agency Technical Team** integrated UN reform principles into activities across Pillars and mainstreamed the "leave no one behind," principle, particularly in relation to women and girls with disabilities, into its trainings, both for the greater Spotlight Initiative team and for implementing partners.

In terms of governance, the **Women's Peace and Humanitarian Fund** adopted an innovative approach to resolving a challenge with the National Steering Committee, as described in Chapter 8 on Complexities, Measures Taken and Lessons Learned. Due to the high-level nature of many Committee members, it was difficult to set a date for the approval of the programme documents, as these members did not have the time to review the documents or otherwise had extremely busy schedules. In order to move the process forward and to prevent further delays, the Women's Peace and Humanitarian Fund organized a **technical, working-level National Steering Committee** group of some Committee members to review all the shortlisted project proposals and evaluations submitted by the Women's Peace and Humanitarian Fund Secretariat. This technical group then submitted the final proposal for virtual approval by the official National Steering Committee, which drove the process forward without compromising the quality of the review.

9.3.4 Innovative Information-Sharing Practices

Certain mechanisms that programmes instituted to improve inter-agency coordination were quite simple yet greatly valuable. In particular, several programmes identified methods for sharing information and informally communicating across agencies, which allowed for the quicker resolution of

bottlenecks and internal capacity-building through the pooling of expertise. In the **Latin America Regional Programme,** agencies shared previously completed micro-assessments, audits, and other supporting documents required to finalize agreements to help other agencies expedite their own processes. Recipient UN Organizations of the Latin America Regional Programme also created a **Community of Practice** specifically to share information on essential services to address violence against women and girls, in partnership with the EU delegation and the Regional and National Civil Society Reference Groups in the Latin America Region. In Latin America, a **regional WhatsApp group** for all Spotlight Initiative coordinators has provided a convenient platform for coordinators to share information and lessons learned while building a greater sense of community among Spotlight Initiative teams. On a larger scale, this virtual group promotes United Nations integration and cross-programme coordination, as coordinators inevitably discuss other EU and UN initiatives in their respective countries. Thus, the positive impacts of this implementation innovation extend beyond the Spotlight Initiative.

9.3.5 Innovation Partnership with Government to Foster National Ownership

Securing government engagement at the highest level is a key priority for the Spotlight Initiative across programmes, as political buy-in allows the Initiative to leverage government expertise and authority for better results. Moreover, government engagement increases the potential for programme sustainability. In this vein, certain programmes identified innovative methods of partnering and coordinating with the relevant government parties in 2019.

In **Malawi**, the Spotlight Initiative signed a memorandum of understanding with the Ministry of Gender and the National Council for Higher Education to establish a partnership on eliminating violence against women and girls in higher education. The UN country team also created a **hybrid Spotlight Initiative Secretariat** with both United Nations and government members. This mechanism not only strengthened government ownership of the initiative but also enabled the **monitoring and evaluation staff in the Spotlight Initiative to connect with the national monitoring and evaluation system for the achievement of the Sustainable Development Goals in Malawi**, thereby pooling resources and sharing information to improve efficiency and disseminate expertise. This hybrid Secretariat also allowed for a **monitoring and evaluation officer** to be **seconded** from the Ministry of Finance, Economic Planning and Development to the United Nations, which further solidified

the Government's ownership of the Spotlight Initiative, strengthened ties between the UN and the government, and improved monitoring and evaluation practices. This innovation also helped position the Spotlight Initiative as a Sustainable Development Goal 5 flagship programme.

In **El Salvador**, the Spotlight Initiative team created a strategy for both the EU delegation and government institutions to be represented on a **Technical Committee**. This Committee allowed these key government stakeholders to provide input on the design of the programme, to better understand their respective roles and responsibilities, and to increase the visibility of the Spotlight Initiative. This engagement has been reinforced by **Pillar-specific meetings** that bring together implementing partners, civil society representatives, municipalities and state institutions, in order to both "leave no one behind" and further solidify national ownership of the Spotlight Initiative.

In **Niger**, the Spotlight Initiative supported the Government in establishing a Task Force, constituted of all gender focal points in relevant ministries, to provide strategic advice on gender programming and to share information between the Spotlight Initiative Secretariat and government officials. This Task Force is an important step towards Government leadership over the Initiative.

9.3.6 Joint Processes

As the Spotlight Initiative demonstrates UN agencies working together under one Sustainable Development Goal demonstration fund, UN agencies have had to dedicate time and resources to harmonizing their internal processes and identifying opportunities for inter-agency work within their applicable rules and regulations. In 2019, some programmes developed joint documents to guide internal coordination, such as standard operating procedures, technical notes, and safety protocols. In **Mali,** the Secretariat developed a **joint communication plan** and **joint partnership strategy** for maintaining relations with government and implementing partners. Though operationalizing joint procedures required a certain learning curve, many programmes found great success with harmonized processes, in terms of managerial and operational efficiency, cohesive messaging, and more strategic engagement with partners.

In **Malawi,** a **joint call for expressions of interest and calls for proposals** resolved the problem of potential partners having to submit multiple applications following different agency standards and expectations. In **Mexico**, the team organized **inter-agency selection panels** for consultants,

experts and implementing partners and **harmonized administrative and financial rules and regulations** across agencies. These panels ensured that all agencies participated in decision-making for recruitment, procurement, and grantee selection as one United Nations. In **Honduras**, the Secretariat organized **inter-agency days of pause and reflection** for the entire team to analyse implementation together, to share progress and problems, and to brainstorm solutions and next steps. These days have made the articulation, adjustment, and scheduling of joint work easier and more efficient. In **Nigeria**, the **joint exercise of completing the baseline study** and reviewing the information allowed the agencies to identify comprehensive and contextual solutions to problems in Spotlight Initiative areas with prevailing socio-cultural differences, as opposed to employing a one-size-fits-all approach.

More generally, all Spotlight Initiative programmes apply **shared staffing** practices to recruitment. Thus, all staff and consultants work for the Spotlight Initiative rather than for one particular agency; a monitoring and evaluation officer hired by UN Women fulfils the monitoring and evaluation responsibilities of the Spotlight Initiative as a whole. This focus on function over agency allows for greater economies of scale and reduces the burden of each agency's administrative costs.

9.4 Promoting Innovative and Promising Practices

Spotlight Initiative Programmes across Africa, Latin America and Asia have demonstrated on a global platform that programming in alignment with the Spotlight Initiative's core principles makes headway for transformation. The wealth of knowledge generated from programming across the six Pillars of the theory of change and through operating as One UN, has indubitably contributed to the latest evidence-base on eliminating violence against women and girls and leads the UN system through a substantial reform process. Global efforts have complemented the innovative and promising practices executed across country programmes in service of the Spotlight Initiative as an accelerator of the Sustainable Development Goals. Critically for the UN system, these innovative and promising examples illustrate how the key principles of UN Reform are mirrored within the Spotlight Initiative programmes. This has enabled UN Resident Coordinators to more systematically coordinate activities at country level, to advance integrated policy and programme response, and to deepen implementation and technical synergies – both within the UN system and with other development partners. Moreover, these innovative practices send a powerful message to external

partners, including government stakeholders, that with the Spotlight Initiative, the United Nations has traded in “business as usual” for a new, better way of working.

Through a nuanced interplay of targeting critical issues at global level, while cultivating country level innovation, expertise and impact, leveraging the comparative advantages of grassroots civil society, UN agencies and key community, national and global level partners has proved critical to achieving the Initiative’s comprehensive approach to eliminating violence against women and girls. These promising and innovative practices have addressed the root causes of violence by changing mindsets through community mobilization and forming partnerships that move beyond the “usual suspects” to valuing the contributions of multiple facets of society, such as religious leaders, youth, and the media. The Initiative’s practices have capitalized on the widespread use of technologies to bring services closer to survivors of violence and provide data for improved programming and policies to eliminate violence against women and girls. Perhaps most pivotal is the Initiative’s focus on raising the voices of women and girls left furthest behind, having catapulted efforts towards a new generation of feminism.

Chapter 10: Communications and Visibility

10.1 Overview

While one in three women will experience physical or sexual violence in their lifetime, it often occurs in the shadows, within a global patriarchal system that is resistant to change. For Spotlight Initiative's efforts to take hold — in the long term, across its programmes — increasing public awareness about violence against women and harmful social norms, facilitating public spaces for activists and changemakers to share their stories, and celebrating the impact of the European Union's sizable investment, is crucial.

Effective and efficient communications, outreach and visibility at all levels has never been more important.

Spotlight Initiative's outreach efforts are guided by its Communications and Visibility Strategy (Annex IV). The Strategy outlines four objectives, which are to (1) raise global awareness of violence against women and girls, harmful practices, and sexual and reproductive health, (2) illustrate and promote the impact and results of Spotlight Initiative-supported interventions, (3) provide communications for development support to strengthen the Spotlight Initiative's programme design and implementation, and (4) ensure visibility for the Spotlight Initiative, its donors and partners. Teams at the global, regional and country levels develop annual communications action plans which detail the main outreach activities for the year with communications-specific indicators and targets to guide implementation.

At all levels, communications officers from the EU Directorate-General for International Cooperation and Development and EU delegations play a vital role by supporting the Spotlight Initiative's outreach efforts. They lend their expertise, connections and resources to ensure events run smoothly, the press and social media are appropriately leveraged, and the highest-level political leaders speak in support of ending violence against women and girls, through the world's largest targeted investment to do so.

While hundreds of events, campaign activations and media opportunities were held across its programmes over the course of 2019, this section of the report will feature a summary of the Spotlight Initiative's main communications and visibility highlights from across the globe.

The Spotlight Initiative's communications and visibility efforts in 2019 contributed to an increase in global visibility both of the European Union, as the largest donor and a critical partner for gender equality, and of the global issue of violence against women and girls.

10.2 Highlights

Changing minds and attitudes: In all its country programmes, the Spotlight Initiative dedicates significant resources to the prevention of violence against women and girls. Efforts on prevention include behaviour change and social norms activities that require effective public outreach and media engagement – expertise that the communications officers bring to programmatic interventions (Communications and Visibility Strategy objective #3).

The Spotlight Initiative in **El Salvador** produced a monthly YouTube show that presented the work of the Initiative and hosted public discussions on violence against women and girls and the ways to eradicate feminicide in the country. This programme also highlighted the work of civil society organizations and artists who worked together within the framework of the Initiative.

In the five municipalities in **Honduras** where the Initiative is being implemented, the team organized a series of conversations with the media, communicators and journalists on how to report and cover stories of gender-based violence in the news and on how to ensure good media coverage of Spotlight Initiative's campaign with influencers and feminist organizations.

In **Liberia**, Spotlight Initiative was featured on an episode of 'SGBV Front,' a radio talk show for discussions on gender-based violence across the country and region. It was broadcast on Economic Community of West African States (ECOWAS) radio, and featured speakers from the National Traditional Chiefs and Elders of Liberia, the Ministry of Internal Affairs and civil society.

The programme in **Mali** promoted messages to raise awareness of violence against women and girls on local radio stations. The Initiative also supported the MenEngage campaign to disseminate messages on positive masculinity on national television, radio and social media networks, reaching targeted audiences, including community leaders.

In **Malawi**, the team formalized a "Spotlight Media Network," a network of 53 journalists from national news outlets and community-based radio stations that covers the six implementing districts. The network facilitates localized information dissemination, programming, and audience engagement on gender-based violence issues. Members of the network took part in two capacity-building exercises during the reporting period.

In **Mexico**, the Spotlight Initiative organized a forum on ending violence against women and girls in the country. Activities included a round-table discussion on the inauguration of an art exhibition by #NoEstamosTodas, a feminist collective that advocates for women's rights through art and drawing portraits of women and girl victims of femicide. A documentary film titled "Nosotras" by the organization El Día Después (The Day After) was screened. The film depicted the harsh context of violence against women and girls in Ciudad Juárez.

The Spotlight Initiative team in **Mozambique** organized a mini-marathon, bringing more than 100 runners of all ages – including people with disabilities – to run the 8 kilometre race. Throughout the event, key messages on eliminating violence against women and girls were widely disseminated through print and visibility materials, music and emcee's messages. The event was widely covered on national media.

Media coverage: In total, more than 2,900 Spotlight Initiative-specific **articles and stories** were published by 1,100 media outlets across 90 countries, with an estimated reach of more than 1 billion readers[54]. Stories were published in top-tier media outlets including *The Guardian, Cosmopolitan, El Pais, Infobae, CNN, Euronews, NPR, Europa, ABC News, Modern Diplomacy, La Nacion, The Boston Globe, and Thomson Reuters* to name a few.

54 Meltwater media keyword search (1 Jan – 31 Dec 2019). Raw data available for download here.

Media Events

29 May 2019: UN Women Executive Director Phumzile Mlambo-Ngcuka and European Commission Director-General for International Cooperation and Development Stefano Manservisi conduct a joint television interview during launch activities for the Spotlight Initiative in Mexico. Credit: Spotlight Initiative

19 March 2019: EU Ambassador in Argentina, Aude Maio-Coliche (centre), UN Resident Coordinator in Argentina René Mauricio Valdés (right), and Executive Director of the National Institute for Women Fabiana Tuñez speak to national media at a press conference ahead of the Spotlight Initiative national launch in Argentina. Credit: Spotlight Initiative

More than 93 per cent of these media stories directly acknowledge the EU's role in the Initiative, including 350 articles that described the overall EUR 500 million investment into Spotlight Initiative.

10.2.1 A selection of media articles

Gender Equality Funding

Only 1% of gender equality funding is going to women's organisations – why?

Source: The Guardian

In the past two years alone, governments and international institutions have announced more than $1bn (£0.8bn) in new commitments to support gender equality globally.

These include: €500m (£440m) for the **European Union and UN's joint Spotlight Initiative**, €120m by France for its feminist foreign policy and $114m by Norway to end sexual and gender-based violence in conflict. Canada has announced CAD$ 490m (£290m) towards three programmes: women's leadership ($150m), the LGBTQ2 Fund ($40m), and the Equality Fund ($300m). This fund was among the nearly $600m committed to women and girls in June at the Women Deliver conference….We should celebrate this unprecedented scale of commitments and, especially, the feminist movements and allies who have organized for decades to bring these resources to the table. But we celebrate cautiously.

UN laws for women's future

What are the laws that the United Nations have planned for the future of women?

Source: Cosmopolitan (Italian)

Another major goal is to defend millions of women from violence. **The Spotlight Initiative, a programme of the European Union together with the United Nations,** is working towards eliminating by 2030 one of the most widespread human rights violations in the world, namely violence against women and girls, an abuse that can happen to any woman or girl, "anywhere, anytime. It occurs in all countries and can occur in private and public spaces, regardless of age, education or socioeconomic status. There is nothing to justify it and the fault is not ever the victim."

Latin America

Mexico, the UN and the EU present the Spotlight Initiative to eliminate violence against women

Source: CNN (Spanish)

The Government of Mexico, the United Nations and the European Union presented the Spotlight initiative to eliminate violence against women. In Mexico, the programme will last for four years and will be implemented by six UN agencies. Carmen Aristegui discusses the Spotlight Initiative with the journalist Lydia Cacho and the Director of International Cooperation for the European Commission, Stefano Manservisi.

Action by the Argentinian football club, Racing Club

Racing separates Jonatan Cristaldo from the squad, denounced for gender violence

Source: ESPN

Racing Club, a pioneering institution in multiple fields, takes a step forward by committing itself to promoting human rights and a gender perspective, in line with the Sustainable Development Goals promoted in the United Nations 2030 Agenda.

“The club is committed to the Spotlight Initiative of the European Union and the United Nations in concrete actions aimed at eliminating all forms of violence against women and girls, as well as against all forms of violence in general.

Given the circumstances described in the media, Racing Football Club has issued a five-day suspension to Jonatan Cristaldo. He is expected to fully assist authorities with their investigation into the reported events.

In this way, the club will contribute to promoting the implementation of the Spotlight Initiative in Argentina, supporting and replicating actions to prevent gender violence. Racing Club plans to draw up a protocol for action in cases of gender violence, carry out awareness-raising sessions with its footballers (men and women teams), and with boys and girls who participate in the club’s various activities.”

Reform in Zimbabwe

Zimbabwe's post-Mugabe reforms need the support of the West

Source: Euronews

The EU's longstanding partnership with Zimbabwe, which dates back to the independence of the country in 1980, focuses on development cooperation in the areas of health, agriculture and economy. The EU helped Zimbabwe respond to various natural disasters and drought, especially following Cyclone Idai and subsequent floods in March this year. Moreover, Zimbabwe, the **EU and the UN launched a Spotlight Initiative** to end violence against women and girls at the end of June 2019.

Despite these positive developments, no one should underestimate the scale of the mountain facing Zimbabwe after 37 years under Mugabe.

The global website (spotlightinitiative.org) is the primary source for human-interest stories, general information and news about the Initiative. It's primary editorial focus is on presenting the stories of the women, girls and communities the Spotlight Initiative aims to serve using the "issue > action > impact" model of storytelling, This can be described as: state the issue clearly, tell the reader what you did about the issue, and describe the impact of your actions – in 500 words or less. More than 40 human-interest stories, press releases and articles were posted on the site during the year. Google Analytics confirmed that the average time spent on our website in 2019 was one minute and thirty-six seconds.

The Spotlight Initiative communications officers in programme countries are the primary sources for stories published on the website. They visit

programme activities, collate draft stories, conduct interviews with partners and provide raw content to the communications team at the Secretariat. Their story gathering efforts are guided by the Spotlight Initiative Web-Writing Guidelines.

During the reporting period, with support from a design vendor, the website's functionality was expanded to include the creation of country-specific microsites. Administration of the country web pages will be available to national and regional communications focal points in 2020, allowing countries to post more original content directly, with quality assurance provided by the Secretariat.

In terms of analytics, the global website had 26,000 sessions and 66,000 pageviews from 10 June to 31 December 2019 (statistics before 10 June are not available as the site was under development). Approximately 23 per cent of its users were from the United States, 20 per cent were from Mexico. The other top user countries of origin were Netherlands (3%), Belgium (2.7%), and Argentina (2.6%).

Social media: Across all social media channels measured (Twitter, Facebook, blogs), the Initiative was referenced more than 26,000 times, reaching an estimated annual audience average of 62 million users in 2019.

The Initiative's official English language Twitter account, @GlobalSpotlight, posted 400 tweets (300 original content) in the reporting period. The channel recorded a 140 per cent organic growth in followers (from 2,400 in 2018 to 5,600 in 2019). The Spanish language account, @SpotlightAmLat, was also created in May 2019. It posted its first of 60 original tweets in July and amassed an audience of 4,400 followers by the end of the year. The account and its content are jointly administered and produced by Spotlight Initiative communications focal points in Argentina, Honduras, El Salvador and Mexico.

Plans are underway to launch new global social media channels on Instagram and Facebook in 2020.

Internal communications, the Secretariat now uses Google Suite to share and manage its file and documents, operate its YouTube channel, share photos and develop the Community of Spotlight Initiative knowledge platform. Secretariat team members also successfully activated and transitioned to common un.org email addresses to ensure uniformity in external communications.

10.3 Events and Launches

10.3.1 National Launches

All Spotlight Initiative events, including national launches, are organized under four guiding principles detailed in its Event Planning Guidelines: (1) representation: women and girls and survivors of violence (if safe) must be fully represented in the planning, execution and review phases of all events, (2) positivity: events should not portray women and girls as victims of violence without agency, (3) local relevance: the Spotlight Initiative should show understanding and respect for local contexts, (4) collaboration: the Spotlight Initiative should fully collaborate with government, the UN System civil society, the EU delegation, and partners.

High-level national launches were held in **Argentina, Honduras, Liberia, Mali, Mexico, Mozambique, Niger** and **Zimbabwe** in 2019. These events brought together leaders from civil society, government, the national media and other partners to elevate the elimination of all forms of violence against women and girls to the top of the national agenda. The Heads of State of **Argentina** and **Honduras** attended and spoke at the launches, and President of Mexico H.E. Andrés Manuel López Obrador dedicated his morning press conference to the Spotlight Initiative.

Other side-events, such as press conferences and workshops for partners were organized in the days preceding or immediately after the high-level events to capitalize on the presence of national stakeholders at the launches.

(From left to right) Executive Director of the National Institute of Women Fabiana Tuñez, Minister of Foreign Affairs Jorge Faurie, EU Commissioner for International Cooperation and Development Neven Mimica, Governor of the Province of Buenos Aires María Eugenia Vidal, President of Argentina H.E. Mauricio Macri, First Lady Juliana Awada, Administrator of the United Nations Development Programme Achim Steiner, Minister of Health and Social Development Carolina Stanley, Vice-Governor of Salta Provice Miguel Ángel Isa and Governor of Jujuy Province Gerardo Morales at Spotlight Initiative launch in Argentina on 21 March 2019. Credit: Spotlight Initiative

President of Honduras H.E. Juan Orlando Hernández Alvarado spoke at the Spotlight Initiative launch in Honduras on 13 February 2019. Credit: Spotlight Initiative

President of Mexico H.E. Andrés Manuel López Obrador and UN Women Executive Director Phumzile Mlabo-Ngcuka during the Spotlight Initiative segment of the president's daily press conference on 29 May 2019. Credit: ONUMujeres/DzilamMéndez

10.3.2 Global Events

EU-UN Spotlight Initiative high-level event in the Pacific (26 February 2019)

The event marked the beginning of the consultative process between governments, civil society and development partners in the region that co-designed a €50 million programme to eliminate domestic violence in the Pacific.

Pacific region politicians, government representatives, representatives of the Pacific Island Forum, media outlets, global top-tier media, EU, UN, civil society, young leaders and influencers came together to secure the necessary high-level political support and commitments on the margins of the African, Caribbean, Pacific group (ACP) and EU post-Cotonou Summit in Apia, Samoa.

Prime Minister of Samoa H.E. Tuilaepa Fatialofa Lupesoliai Sa'ilele Malielegaoi, EU Commissioner for International Development and Cooperation Neven Mimica, UNFPA Executive Director Natalia Kanem and other dignitaries spoke at the event, which brought the issue of domestic violence to the forefront of inter-regional development negotiations.

European Development Days (18-19 June 2019)

Organized by the European Commission, the European Development Days (EDD) bring the development community together each year to share ideas and experiences in ways that inspire new partnerships and innovative solutions to the world's most pressing challenges. The theme of European Development Day 2019 was "Addressing inequalities: Building a world which leaves no one behind."

The Spotlight Initiative organized a European Development Day Lab Debate on leaving no one behind: Shining a 'Spotlight' to eliminate violence against women and girls. Discussions centred around identifying the roles and areas of support that key global change-makers, governments and other partners could engage to end violence and elevate the voices of the most marginalized women and girls.

From left to right: Spotlight Initiative Technical Unit Head Erin Kenny, ACP Assistant Secretary-General Henrique Banze, UN Brussels Office Director Barbara Pesce-Monteiro and Oxfam Brazil Executive Director Katia Maia during the panel discussion 'Leaving no one behind: Shining a spotlight to end violence against women,' during the European Development Days in Brussels on 19 June 2019. Credit: Spotlight Initiative/Koye Adeboye

Quotes from the debate:

> *"We need to change the mindsets and root causes that cause violence. Spotlight Initiative is a key priority for us in this effort." Deputy Director-General, European Commission* – Director-General for International Cooperation and Development, Marjeta Jager

> *"Ending violence against women and gender equality is the docking station on which we can achieve all the other Sustainable Development Goals."* – Erin Kenny, Head of Technical Unit, Spotlight Initiative, United Nations

The Spotlight Initiative also organized a Facebook Live interview with UNFPA Executive Director Natalia Kanem where she discussed ways the Spotlight Initiative and its partners are addressing the inequalities that perpetuate violence against women and girls.

Progress and perspectives on eliminating violence against women and girls (26 September 2019)

On the margins of the 74th Session of United Nations General Assembly in New York, the European Union and the United Nations hosted a high-level event — inviting all countries, leaders, civil society representatives and local ambassadors to join the movement and take action to eliminate violence against women and girls.

The event illustrated the Initiative's early results and achievements from programme countries, demonstrated the value of continued EU-UN partnerships and investments in gender equality, showcased the strong partnerships between the Spotlight Initiative and civil society, national governments, regional institutions and provided a platform for public support from donors, governments and eminent persons.

Several dignitaries including the Prime Minister of Jamaica H.E. Andrew Michael Holness, President of Niger H.E. Mahamadou Issoufou, government ministers, public advocates, leaders from Member States, the UN system and civil society spoke at the event.

UN Deputy Secretary-General Amina J. Mohammed announced new planned Spotlight Initiative investments in **Afghanistan, Belize, Grenada, Guyana, Haiti, Jamaica, Kyrgyzstan, Papua New Guinea, Samoa, Tajikistan, Timor-Leste** and **Vanuatu.**

Outgoing EU Commissioner for International Development and Cooperation Neven Mimica was also recognized for his visionary leadership and commitment to ensuring the Spotlight Initiative would be a model fund for the Sustainable Development Goals and effective multilateralism.

10.4 Campaigns

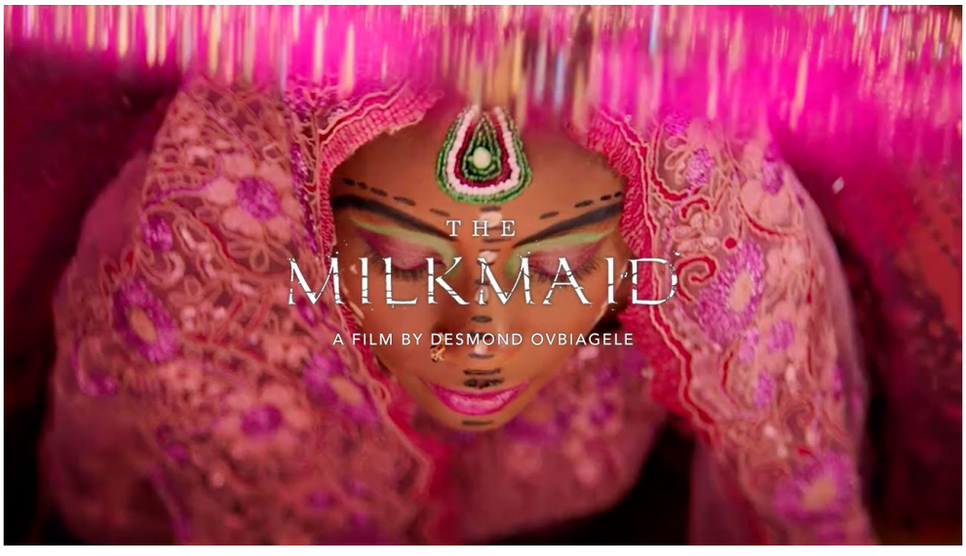
Several outreach and visibility campaigns were launched to support changing social norms and practices that promote or perpetuate violence against women and girls. These campaign efforts culminated during the annual 16 Days of Activism Against Gender-Based Violence, which run from 25 November to 10 December.

10.4.1 Heads of Agency Video

At global level, the executive heads of UNFPA, UNDP and UN Women shared a video message of solidarity to end all forms of violence against women and girls.

“Through the Spotlight Initiative, our teams across the globe are engaging young people to transform the underlying inequalities and misogyny that lead to gender-based violence and eliminate global acceptance of sexual abuse and harassment directed at women and girls. We are confronting the unacceptable normalization of violence against women with investments that ensure governments, women’s movements, communities and individuals can take effective action to end this scourge. We recognize that violence is endemic everywhere. **We will leave no one behind.**”

10.4.2 Film Screenings



The Spotlight Initiative hosted an exclusive preview of the director's cut of Desmond Ovbiagele's ***The Milkmaid*** on 26 November 2019. The Milkmaid tells the story of two sisters separated by violence and their inspiring journey to survive and find each other against impossible odds. Inspired by true stories of real women, The Milkmaid seeks to bring clarity and attention to the devastating effects of insurgency on humanity, especially on women and particularly young girls. The special event was hosted by United Nations Deputy Secretary-General Amina J. Mohammed (represented by UNDP Assistant Administrator Ahunna Eziakonwa) and dignitaries including members of the EU delegation at the United Nations, and influencers in the New York arts and film industry. Filmmakers Desmond Ovbiagele and Seun Sowemimo were on hand for a questions and answers session with the viewing audience and members of the media.

10.4.3 National Campaigns

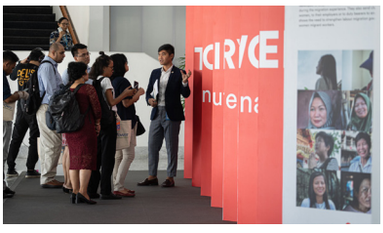
Credit: Spotlight Initiative Argentina/Carolina Scaglione

In Argentina, the #AmigaDateCuenta campaign was launched to prevent gender-based violence among adolescents by helping them to recognize that violence can take many forms, and to detect dangerous behaviour early. Argentinian singer and actress Lali Espósito threw her support behind the campaign by starring in a series of digital and social media videos to raise awareness. She also shared the campaign with her seven million Instagram followers. “A fundamental step in eradicating violence is learning to detect it in time and stop it, not normalize it,” she said. “With #AmigaDateCuenta we want to reach millions of girls and boys and generate this fundamental conversation to build a society free of violence.

Spotlight Initiative teams in El Salvador, Honduras, Lao People’s Democratic Republic, Malawi, Mexico, Mozambique and Niger organized a street art challenge that engaged young people to create murals that illustrated empowered women or depicted positive relationships based on consent and mutual respect.

Credit: UN Women/Marcela Erosa

In Thailand and Indonesia, the Safe and Fair Programme launched a photo exhibition to celebrate the strength of women migrant workers in the ASEAN region. The exhibition highlighted the stories of 16 migrant women survivors of violence who have joined grassroots organizations to support the new generations of women migrant workers to ensure that their migration journeys would be safe and fair.



Credits for all three photos: UN Women/Pathumporn Thongking

More than 500 *boda boda* (motorcycle taxi) drivers took part in the Spotlight Initiative-supported Safe Boda ride in Uganda during the 16 Days of Activism Against Gender-Based Violence. Dressed in orange, the drivers formed a convoy that drove through the streets of Kampala with signs and messages about making the streets safe for women and girls.

10.5 Partnerships

The Communications Unit of the European Commission Directorate-General for International Cooperation and Development remains a key partner for Spotlight Initiative's communications and visibility efforts, as described in Chapter 6 on Partnerships.

Spotlight Initiatives partnered with **The Elders** — an independent group of global leaders working together for peace and human rights — to publish an op ed titled: *El feminicidio es un crimen de lesa humanidad (femicide is a crime against humanity).* The article was penned by Former President of Chile Ricardo Lagos and appeared in the 6 August edition of El Pais, the world's most widely read Spanish language news publication.

The Elders was founded by former South African President Nelson Mandela in 2007 with a mission to engage global leaders (in public and private) and civil society at all levels to resolve conflict, address its root causes, challenge injustice and promote ethical leadership and good governance. The Secretariat will continue to explore opportunities to expand this important partnership in 2020.

The United Nations Department of Global Communications continued its support to the Initiative by profiling Spotlight Champions Cecila Suarez and Jaha Dukureh at the SDG Media and VIP Social Media zones during the UN General Assembly, and provided critical video editing and dissemination expertise for the heads of agencies video message during the 16 days of activism against gender-based violence.

10.5.1 Champions and Advocates

At global level, the Secretariat engages prominent public figures and influencers to raise public awareness, engage in advocacy and support the Initiative's global communications and visibility efforts to end violence against women and girls in all forms.

Ariel Award and Emmy International-nominated Mexican actress Cecilia Suárez is passionate about ending femicide and toxic masculinity in her home country and around the world. She championed the Spotlight Initiative in 2019 by posting our messages on her social media accounts (combined 1.1 million followers), producing content, speaking to media and attending the high-level United Nations General Assembly event, and national launch in Mexico (via video).

The Secretariat also relies on the UN Goodwill Ambassadors of sister UN agencies, funds and programmes to support its visibility efforts. Jaha Dukureh – the Nobel Prize-nominated UN Women Goodwill Ambassador for Africa – has also dedicated her time in support of the Initiative. She is passionate about ending female genital mutilation and child marriage – two issues which she has experienced herself.

Spotlight Champions

UN Women Goodwill Ambassador for Africa Jaha Dukureh (left) and Mexican actress Cecilia Suárez (right) at the Spotlight Initiative high-level event, during the UN General Assembly. 26 September 2019. Credit: UN Women/Amanda Voisard

At national level, Spotlight Initiative programmes also engage with celebrities and public figures to support national outreach efforts.

Credit: UN Women/Dzilam Méndez

In Mexico, prominent social journalist and activist Lydia Cacho [right] (1.3 million twitter followers) shared 10 messages to her followers, spoke to the media on multiple occasions and attended the national launch in Mexico. Actor Erik Hayser [left] – star of Mexican political drama 'Ingobernable,' (650,000 social media followers) spoke to media at the national launch event, highlighting the need for men to take responsibility on preventing violence against women and girls.

Credit: Spotlight Initiative/Koye Adeboye

In Mozambique, UNICEF National Goodwill Ambassador 'Neyma' Julio Alfredo (1 million social media followers) spoke and performed at the national launch event in Maputo.

10.6 Resources

The communications function at the Secretariat was led by a communications and visibility specialist and supported by a digital media consultant, who provided guidance, capacity development and content-creation support to all national Spotlight Initiative teams. UNICEF has generously contributed funding to recruit a full-time digital editor for the Secretariat, an important recognition of effective storytelling as a powerful means to engage the public on eliminating violence against women and girls. Recruitment is expected to be completed in 2020.

Recruitments for national communications officers were concluded in 11 of the 13 programme countries during the reporting period. These communications officers organize and chair national or regional Spotlight Initiative communications groups, whose membership includes communications focal points from Spotlight Initiative implementing UN agencies, the EU delegation and other relevant partners to coordinate content development

and messaging, to pool resources and to engage in other activities.

The Communications Focal Points Group — a network of all Spotlight Initiative programme-funded communications officers working across UN agencies — was formalized in 2019. The network is coordinated by the Secretariat as a peer-to-peer community to share ideas, stories, activities and corporate guidance and templates related to communications and visibility including on branding, messages, champions, multimedia, events, media, social media, web-writing and the website. The group has been activated to provide original video content and stories for the new global engagement campaign to be launched in 2020.

Chapter 11: Way Forward

As a Sustainable Development Goal model fund, the Spotlight Initiative shares responsibility for driving the proof of concept for demonstration funds, by adapting to new developments, enhancing programmatic collaboration, and fully incorporating the managerial and operational aspects of the UN Reform in the implementation of the fund. In 2020, the Secretariat and engaged UN agencies will focus on the finalization of the Regional Programmes in Central Asia, the Caribbean, and the Pacific; the Afghanistan and Ecuador country programmes; and will scale up civil society investments including in Afghanistan, Haiti, and Papua New Guinea through the Women's Peace and Humanitarian Fund and the civil society components of the regional programmes. In addition, it will be necessary to concentrate on the possible repercussions of the COVID-19 crisis on the socioeconomic fabric of implementing countries and thus on the Spotlight Initiative's mandate and goals.

As such, the Initiative has identified the following priorities:

1) **Knowledge generation** – Tapping into the unique experiences of the Spotlight Initiative, the Secretariat will increasingly feed into the collation of UN reform good practices and lessons learned for other funds and Sustainable Development Goal programmes to access, in part by expanding knowledge management and capacity building efforts. It is also adding to the business operations and efficiencies agenda, through a stronger linkage with the Development Coordination Office to feed into ongoing work on new policies, tools and standards, for a renewed collective approach.

2) **Targeted support** – The Secretariat will support the implementation of the fund via acceleration plans and targeted support geared to any given country context. Many factors have a direct effect on the implementation of programmes, as political contexts change, climate hazards impact development gains and a global financial crisis leads to long-lasting socio-economic consequences.

3) **Partnerships** – The partnership base and geographic coverage of the Spotlight Initiative will be expanded, both within and beyond the European Union. The Secretariat will also, in cooperation with the permanent missions of Spotlight Initiative implementing countries, pursue resource mobilization opportunities and reach out to partners to broaden the advocacy efforts.

4) **Visibility** – Advocacy events, global campaigns, communications for development, and innovative partnerships will all be brought to bear to increase the visibility and reach of the fund. While the COVID-19 crisis necessitates a more creative approach, it also brings opportunities for online-based events with a broader outreach to educate the public about eliminating violence against women and girls. The Secretariat will launch its flagship digital engagement campaign, co-created with the European Union, to boost existing efforts to eliminate violence against women and girls and highlight the work of activists and partners who are positively impacting communities around the world.

5) **Civil Society** – Engagement with civil society will continue to deepen on a strategic and implementation level. The Spotlight Initiative's support to genuine women's movements and forming issue-based civil society coalitions is unique, and teams will work to ensure that civil society remains a committed partner. In particular, the Secretariat will increase core support to existing grantees in Africa in partnership with the UN Trust Fund and the Women's Peace and Humanitarian Fund; roll out the Grassroots Action Plan in close collaboration with the Development Coordination Office; and advocate for monitoring visits and shadow reporting in the work plans of Civil Society Reference Groups.

6) **COVID-19** – In response to the COVID-19 global pandemic and economic crisis, planned activities will require thoughtful adaptation in terms of access to beneficiaries and partners and resources, necessitating from the increased incidence of violence against women and girls facilitated by shelter in place orders, unemployment, uncertainty and other factors. These adjustments will impact the speed and intermediate deliverables of the Spotlight Initiative, but showing responsiveness to the needs of eliminating violence against women and girls will allow the Initiative to keep gender-based violence at the top of government agendas and to engage the wider public on eliminating violence against women and girls.

The COVID-19 pandemic has further underscored the criticality of ending gender-based violence, as reports of domestic violence rise and as leaders from around the world call for global, regional, and national responses to address the unique needs of women and girls. Looking ahead, the Spotlight Initiative joins the call on the international community to sustain its collective progress on eliminating violence against women and girls and and to renew the global commitment to protect the rights of women and girls.

Chapter 12: Multi-Partner Trust Fund Office Consolidated Annual Financial Report

Consolidated Annual Financial Report of the Administrative Agent for the Spotlight Initiative Fund for the period 1 January to 31 December 2019

Multi-Partner Trust Fund Office Bureau for Management Services
United Nations Development Programme
GATEWAY: http://mptf.undp.org

May 2020

RECIPIENT UN ORGANIZATIONS		CONTRIBUTORS	
International Labour Organization	The International Labour Organization (ILO)		ALBANIA
UNITED NATIONS HUMAN RIGHTS OFFICE OF THE HIGH COMMISSIONER	The Office of the United Nations High Commissioner for Human Rights (OHCHR)		EUROPEAN UNION
UNDP Empowered lives. Resilient nations.	The United Nations Development Programme (UNDP)		
UNESCO	The United Nations Educational, Scientific and Cultural Organization (UNESCO)		
UNFPA	The United Nations Population Fund (UNFPA)		
UNHCR The UN Refugee Agency	The United Nations High Commissioner for Refugees (UNHCR)		
unicef	The United Nations Children's Fund (UNICEF)		
UNODC United Nations Office on Drugs and Crime	The United Nations Office on Drugs and Crime (UNODC)		
UN WOMEN United Nations Entity for Gender Equality and the Empowerment of Women	The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)		

Definitions

Allocation
Amount approved by the Steering Committee for a project/programme.

Approved Project or Programme
A project or programme including budget, etc., that is approved by the Steering Committee for fund allocation purposes.

Contributor Commitment
Amount(s) committed by a donor to a Fund in a signed Standard Administrative Arrangement with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent. A commitment may be paid or pending payment.

Contributor Deposit
Cash deposit received by the MPTF Office for the Fund from a contributor in accordance with a signed Standard Administrative Arrangement.

Delivery Rate
The percentage of funds that have been utilized, calculated by comparing expenditures reported by a Recipient UN Organization against the 'net funded amount'.

Indirect Support Costs
A general cost that cannot be directly related to any particular programme or activity of the Recipient UN Organizations. UNDG policy establishes a fixed indirect cost rate of 7 per cent of programmable costs.

Net Funded Amount
Amount transferred to a Recipient UN Organization less any refunds transferred back to the MPTF Office by a Recipient UN Organization.

Recipient UN Organization
A UN Organization or other inter-governmental organization that is an implementing partner in a Fund, as represented by signing a memorandum of understanding (MOU) with the MPTF Office for a particular Fund.

Project Expenditure
The sum of expenses and/or expenditure reported by all Recipient UN Organizations for a Fund irrespective of which basis of accounting each Recipient UN Organization follows for donor reporting.

Project Financial Closure
A project or programme is considered financially closed when all financial obligations of an operationally completed project or programme have been settled, and no further financial charges may be incurred.

Project Operational Closure
A project or programme is considered operationally closed when all programmatic activities for which Recipient UN Organization(s) received funding have been completed.

Project Start Date
Date of transfer of first instalment from the MPTF Office to the Recipient UN Organization.

Total Approved Budget
This represents the cumulative amount of allocations approved by the Steering Committee.

US Dollar Amount
The financial data in the report is recorded in US Dollars and due to rounding off of numbers, the totals may not add up.

Introduction

This Consolidated Annual Financial Report of the Spotlight Initiative is prepared by the United Nations Development Programme (UNDP) Multi-Partner Trust Fund Office (MPTFO) in fulfilment of its obligations as Administrative Agent, as per the terms of reference (ToR), the memorandum of understanding (MoU) signed between the United Nations and the UNDP MPTFO, the Standard Administrative Arrangement (SAA) signed with contributors and the Delegation Agreement with the European Union.

The MPTFO, as Administrative Agent, is responsible for concluding a memorandum of understanding with the Recipient UN Organizations and Standard Contribution Agreements with contributors. It receives, administers and manages contributions, and disburses these funds to the Recipient UN Organizations. The Administrative Agent prepares and submits annual consolidated financial reports, as well as regular financial statements, for transmission to the Operational Steering Committee and the contributors.

This consolidated financial report covers the period 1 January to 31 December 2019 and provides financial data on progress made in the implementation of projects of the Spotlight Initiative Fund. It is posted on the MPTF Office GATEWAY (http://mptf.undp.org/factsheet/fund/SIF00).

The financial data in the report is recorded in US Dollars and due to rounding off of numbers, the totals may not add up.

2019 Financial Performance

This chapter presents financial data and analysis of the Spotlight Initiative Fund using the pass-through funding modality as of 31 December 2019. Financial information for this Fund is also available on the MPTF Office GATEWAY, at the following address: http://mptf.undp.org/factsheet/fund/SIF00.

1. Sources and Uses of Funds

As of 31 December **2019**, **2** contributors deposited **USD 207,061,647** in contributions and **USD 1,408,758** was earned in interest.

The cumulative source of funds was USD 208,470,406.

Of this amount, USD 136,509,095 has been net funded to 9 Recipient UN Organizations, of which USD 37,188,184 has been reported as expenditure. Table 1 provides an overview of the overall sources, uses, and balance of the Spotlight Initiative Fund as of 31 December 2019.

Table 1. Financial Overview, as of 31 December 2019 (in US Dollars)

	Annual 2018	Annual 2019	Cumulative
Sources of Funds			
Contributions from donors	125,314,530	60,458,517	207,061,647
Fund Earned Interest and Investment Income	408,353	980,845	1,408,758
Interest Income received from Recipient UN Organizations	-	-	-
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Income	-	-	-
Total: Sources of Funds	**125,722,883**	**61,439,362**	**208,470,406**
Use of Funds			
Transfers to Recipient UN Organizations	5,550,352	120,846,537	126,396,889
Refunds received from Recipient UN Organizations	-	-	-
Net Funded Amount	**5,550,352**	**120,846,537**	**126,396,889**
Secretariat Direct Costs	1,623,650	7,073,244	10,112,206
Bank Charges	709	813	1,529
Administrative Agent Direct Cost	2,307,928	50	3,298,388
Total: Uses of Funds	**9,482,639**	**127,920,644**	**139,809,013**
Change in Fund cash balance with Administrative Agent	**116,240,244**	**(66,481,282)**	**68,661,393**
Opening Fund balance (1 January)	18,902,431	135,142,675	-
Closing Fund balance (31 December)	**135,142,675**	**68,661,393**	**68,661,393**
Net Funded Amount (Includes Direct Cost)	7,174,002	127,919,781	136,509,095
Recipient UN Organizations' Expenditure (Includes Direct Cost)	3,957,724	33,078,807	37,188,184
Balance of Funds with Recipient UN Organizations			**99,320,911**

2. Partner Contributions

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December **2019**.

The **Spotlight Initiative Fund** is currently being financed by **2** contributors, as listed in the table below.

The table below includes commitments made up to 31 December **2019** through signed Delegation Agreement and its three Addenda, Standard Administrative Agreements, and deposits made through **2019**.

Table 2. Contributors' Commitments and Deposits, as of 31 December 2019 (in US Dollars)

Contributors	Total Commitments	Prior Years as of 31-Dec-2018 Deposits	Current Year Jan-Dec-2019 Deposits	Total Deposits
ALBANIA	5,000	-	5,000	5,000
EUROPEAN UNION	482,158,215	146,603,130	60,453,517	207,056,647
Grand Total	482,163,215	146,603,130	60,458,517	207,061,647

3. Interest Earned

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent (Fund earned interest), and 2) on the balance of funds held by the Recipient UN Organizations (Agency earned interest) where their Financial Regulations and Rules allow return of interest to the Administrative Agent.

As of 31 December **2019**, Fund earned interest amounts to USD **1,408,758** of which USD 427,914 has been allocated to the Secretariat as a direct cost.

Details are provided in the table below.

Table 3. Sources of Interest and Investment Income, as of 31 December 2019 (in US Dollars)

Interest Earned	Prior Years as of 31-Dec-2018	Current Year Jan-Dec-2019	Total
Administrative Agent			
Fund Earned Interest and Investment Income	427,913	980,845	1,408,758
Total: Fund Earned Interest	**427,913**	980,845	1,408,758
Recipient UN Organization			
Total: Agency earned interest			
Grand Total	427,913	980,845	1,408,758

4. Allocation of Funds

Allocations to Recipient UN Organizations are approved by the Operational Steering Committee and disbursed by the Administrative Agent.
As of 31 December **2019**, the AA has transferred USD **126,396,889** to **9** Recipient UN Organizations (see list below) for the programme implementation in countries selected by the Operational Steering Committee: 8 countries in Africa, 5 countries and 1 Regional Programme in Latin America, 1 Programme in Asia and 3 UN Women Civil Society Organizations Regional Programmes.

Direct cost transfers (Secretariat and Administrative Agent) are reflected in the Section 6. Direct Costs.

Transfer By Region/Countries

Table 4 provides additional information on the approved amount and transferred amount per projects.

Table 4. Approved and Transferred Amount by Region/ Countries, as of 31 December 2019 (in US Dollars)

Region / Project No	Project Title	Total Approved	Year Jan-Dec 2018	Year Jan-Dec 2019	Total Transferred
			Transferred	Transferred	
Africa					
00112285	Liberia Spotlight Programme	15,844,000	121,130	6,496,041	6,617,171
00111640	Malawi Spotlight Programme	20,000,000	171,575	8,200,000	8,371,575
00111641	Mali Spotlight Programme	18,000,000	177,513	7,380,000	7,557,513
00111642	Mozambique Spotlight Programme	20,000,000	180,128	8,200,000	8,380,128
00111643	Niger Spotlight Programme	17,000,000	174,057	6,970,000	7,144,057
00112286	Nigeria Spotlight Programme	25,000,000	179,933	10,250,000	10,429,933
00111644	Uganda Spotlight Programme	22,000,000	178,872	9,020,000	9,198,872
00111645	Zimbabwe Spotlight Programme	21,000,000	80,464	8,610,000	8,690,464
00117245	Spotlight Grants UNTFEVAW – AF	20,636,792		20,636,792	20,636,792

Region / Project No	Project Title	Total Approved	Year Jan-Dec 2018	Year Jan-Dec 2019	Total Transferred
			Transferred	Transferred	
00117247	Spotlight Grants WPHF	7,075,472		7,075,472	7,075,472
Africa: Total		**186,556,264**	**1,263,671**	**92,838,305**	**94,101,976**
Asia					
00108309	Safe and Fair Programme	29,370,587	3,715,138	6,597,855	10,312,993
Asia: Total		**29,370,587**	**3,715,138**	**6,597,855**	**10,312,993**
Latin America					
00111637	Argentina Spotlight Programme	5,400,000	113,377	2,430,000	2,543,377
00112283	El Salvador Spotlight Programme	7,200,000	128,651	3,240,000	3,368,651
00111638	Guatemala Spotlight Programme	5,400,001	67,496	2,430,000	2,497,496
00112284	Honduras Spotlight Programme	7,200,000	69,055	3,240,000	3,309,055
00111639	Mexico Spotlight Programme	6,300,000	192,964	2,834,999	3,027,963
00116744	Latin America Regional Programme	3,500,000		1,575,000	1,575,000
00117246	Spotlight Grants UNTFEVAW – LA	5,660,378		5,660,378	5,660,378
Latin America: Total		**40,660,379**	**571,543**	**21,410,377**	**21,981,920**
Grand Total		**256,587,230**	**5,550,352**	**120,846,537**	**126,396,889**

5. Expenditure and Financial Delivery Rates

All final expenditures reported for the year **2019** were submitted by the Headquarters of the Recipient UN Organizations. These were consolidated by the MPTF Office.

Project expenditures are incurred and monitored by each Recipient UN Organization and are reported as per the agreed upon categories for inter-agency harmonized reporting. The reported expenditures were submitted via the MPTF Office's online expenditure reporting tool. The **2019** expenditure data has been posted on the MPTF Office GATEWAY at http://mptf.undp.org/factsheet/fund/SIF00.

5.1 Expenditure Reported by Region / Countries

In **2019**, USD **120,846,537** was net funded to Recipient UN Organizations, and USD **30,136,485** was reported in expenditure.

As shown in table below, the cumulative (2018-2019) net funded amount is USD **126,396,889** and cumulative expenditures reported by the Recipient UN Organizations amount to USD **31,975,769**. This equates to an **overall Fund expenditure delivery rate of 25 percent**.

Tables 5.1 and 5.2 provide additional information on the transferred amounts, expenditures reported and the financial delivery rates by Region and Recipient UN Organizations.

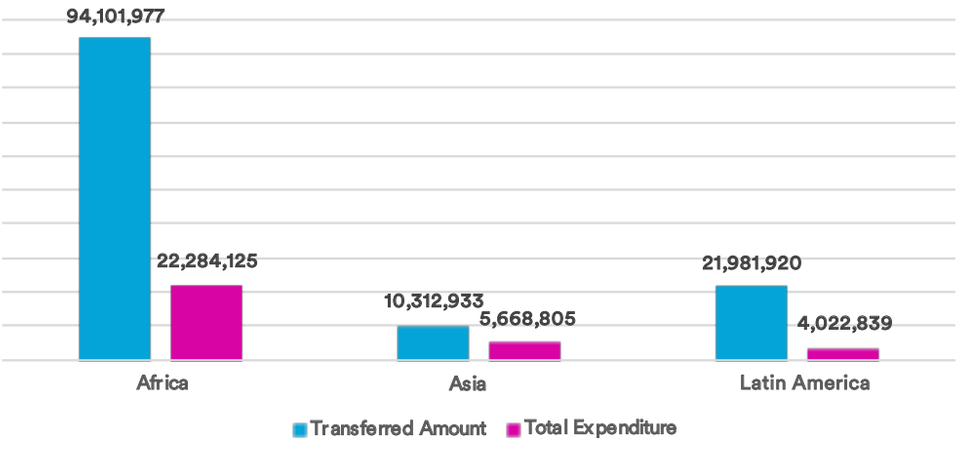
Table 5.1 Expenditure by Project within Region, as of 31 December 2019 (in US Dollars)

Region / Project No. and Project Title		Total Approved Amount	Transferred Amount	Total Expenditure	Delivery Rate %
Africa					
00112285	Liberia Spotlight Programme	15,844,000	6,617,171	2,453,698	37.08
00111640	Malawi Spotlight Programme	20,000,000	8,371,575	2,584,098	30.87
00111641	Mali Spotlight Programme	18,000,000	7,557,513	1,517,916	20.08
00111642	Mozambique Spotlight Programme	20,000,000	8,380,128	4,523,363	53.98
00111643	Niger Spotlight Programme	17,000,000	7,144,057	2,109,643	29.53
00112286	Nigeria Spotlight Programme	25,000,000	10,429,933	2,815,059	26.99
00111644	Uganda Spotlight Programme	22,000,000	9,198,872	4,564,503	49.62
00111645	Zimbabwe Spotlight Programme	21,000,000	8,690,464	1,715,845	19.74
00117245	Spotlight Grants UNTFEVAW – AF	20,636,792	20,636,792	0	0.00
00117247	Spotlight Grants WPHF	7,075,472	7,075,472	0	0.00
Africa: Total		**186,556,264**	**94,101,977**	**22,284,125**	**23.68**
Asia					
00108309	Safe and Fair Programme: Realizing women	29,370,587	10,312,933	5,668,805	54.97
Asia: Total		**29,370,587**	**10,312,933**	**5,668,805**	**54.97**
Latin America					
00111637	Argentina Spotlight Programme	5,400,000	2,543,377	780,179	30.67
00112283	El Salvador Spotlight Programme	7,200,000	3,368,651	1,252,959	37.19
00111638	Guatemala Spotlight Programme	5,400,001	2,497,496	20,390	0.82
00112284	Honduras Spotlight Programme	7,200,000	3,309,055	975,582	29.48
00111639	Mexico Spotlight Programme	6,300,000	3,027,963	859,400	28.38
00116744	Latin America Regional Programme	3,500,000	1,575,000	134,330	8.53
00117246	Spotlight Grants UNTFEVAW – LA	5,660,378	5,660,378	0	0.00
Latin America: Total		**40,660,379**	**21,981,920**	**4,022,839**	**18.30**
Grand Total		**256,587,230**	**126,396,889**	**31,975,769**	**25.30**

Table 5.2 Transferred Amount, Reported Expenditure, and Financial Delivery by Region and Recipient UN Organization, as of 31 December 2019 (in US Dollars)

Region	Recipient UN Organization	Total Approved Amount	Transferred Amount	Total Expenditure	Delivery Rate %
Africa					
	ILO	632,362	259,268	7,078	2.73
	OHCHR	1,026,387	420,819	319,234	75.86
	UNDP	32,209,184	14,348,306	4,791,864	33.40
	UNESCO	2,456,797	1,007,287	580,286	57.61
	UNFPA	44,303,962	18,164,625	6,918,048	38.09
	UNHCR	2,771,846	1,136,457	901,063	79.29
	UNICEF	32,240,988	13,218,805	5,342,049	40.41
	UN WOMEN	70,914,738	45,546,409	3,424,503	7.52
Africa: Total		**186,556,264**	**94,101,977**	**22,284,125**	**23.68**
Asia					
	ILO	16,334,125	5,751,446	2,817,805	48.99
	UN WOMEN	13,036,461	4,561,546	2,851,000	62.50
Asia: Total		**29,370,587**	**10,312,933**	**5,668,805**	**54.97**
Latin America					
	ILO	524,828	236,173	81,213	34.39
	OHCHR	380,818	171,368	152,836	89.19
	UNDP	9,456,969	4,819,350	910,356	18.89
	UNESCO	341,480	153,666	0	0.00
	UNFPA	8,136,637	3,653,658	997,331	27.30
	UNICEF	3,826,081	1,721,737	977,747	56.79
	UNODC	953,838	429,227	72,991	17.01
	UN WOMEN	17,039,728	10,796,741	830,366	7.69
Latin America: Total		**40,660,379**	**21,981,920**	**4,022,839**	**18.30**
Grand Total		**256,587,230**	**126,396,889**	**31,975,769**	**25.30**

Figure 1: Transferred Amount and Reported Expenditure by Region (as of 31 December 2019)



5.3 Expenditure Reported by Category

Project expenditures are incurred and monitored by each Recipient UN Organization and are reported as per the agreed categories for inter-agency harmonized reporting. All expenditure incurred is reported in the eight categories. See tables below for the reported expenditure by Region.

2012 CEB Expense Categories

1. Staff and personnel costs
2. Supplies, commodities and materials
3. Equipment, vehicles, furniture and depreciation
4. Contractual services
5. Travel
6. Transfers and grants
7. General operating expenses
8. Indirect costs[55]

55 **Indirect Support Costs** charged by Recipient UN Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation. The percentage may therefore appear to exceed the 7 per cent agreed-upon for on-going projects. Once projects are financially closed, this number is not to exceed 7 per cent.

Table 5.3a Africa Expenditure by UNDG Budget Category, as of 31 December 2019 (in US Dollars)

Category	Approved Amount	Total Expenditure reported	Percentage of Total Programme Cost
Staff & Personnel Cost	16,165,197	2,894,409	13.94
Suppl, Comm, Materials	7,247,548	493,110	2.38
Equip, Veh, Furn, Depn	4,941,527	1,489,252	7.17
Contractual Services	31,932,328	3,016,106	14.53
Travel	8,540,224	1,349,399	6.50
Transfers and Grants	93,977,564	7,647,353	36.84
General Operating	11,547,261	3,870,123	18.64
Programme Costs Total	**174,351,648**	**20,759,751**	**100.00**
[1] Indirect Support Costs Total	12,204,615	1,524,374	7.34
Total	**186,556,263**	**22,284,125**	

Table 5.3b Asia Expenditure by UNDG Budget Category, as of 31 December 2019 (in US Dollars)

Category	Approved Amount	Total Expenditure reported	Percentage of Total Programme Cost
Staff & Personnel Cost	10,075,170	1,956,046	36.92
Suppl, Comm, Materials	0	1,171	0.02
Equip, Veh, Furn, Depn	80,000	46,795	0.88
Contractual Services	13,488,543	2,256,635	42.59
Travel	1,118,483	269,317	5.08
Transfers and Grants	1,200,045	6,274	0.12
General Operating	1,486,906	761,711	14.38
Programme Costs Total	**27,449,147**	**5,297,949**	**100**
[1] Indirect Support Costs Total	1,921,440	370,856	7.00
Total	**29,370,587**	**5,668,805**	

Table 5.3c Latin America Expenditure by UNDG Budget Category, as of 31 December 2019 (in US Dollars)

Category	Approved Amount	Total Expenditure reported	Percentage of Total Programme Cost
Staff & Personnel Cost	1,096,075	240,085	6.39
Suppl, Comm, Materials	1,681,941	71,016	1.89
Equip, Veh, Furn, Depn	890,960	59,443	1.58
Contractual Services	14,877,955	1,748,147	46.51
Travel	1,695,481	141,998	3.78
Transfers and Grants	15,275,070	920,471	24.49
General Operating	2,482,872	577,200	15.36
Programme Costs Total	**38,000,354**	**3,758,361**	**100**
[1] Indirect Support Costs Total	2,660,025	264,478	7.04
Total	**40,660,379**	**4,022,839**	

6. Direct Costs

In the reporting period, direct costs charged to the fund amounted to USD **7,073,244**. Cumulatively, as of 31 December **2019**, USD **13,410,544** has been charged as Direct Costs including USD **10,112,206** as Direct Costs for the Secretariat, and USD **3,298,338** for the Administrative Agent. Overall, USD **6,398,465** was reported in expenditure. This equates to an expenditure delivery rate of 48 per cent for the Direct Cost.

Table 6.1 Total Transferred and Expenditure of the Secretariat and Administrative Agent Direct Cost by RUNOs, as of 31 December 2019 (in US Dollars)

Recipient Organization	Transferred Amount	Total Expenditure	Delivery Rate
UNDP	4,483,931	2,150,846	48%
UNFPA	65,190	63,408	97%
UN WOMEN	5,563,086	2,998,160	54%
AA/UNDP	3,298,338	1,184,051	36%
Total	**13,410,545**	**6,396,465**	**48%**

Table 6.2 Total Transferred and Expenditure of the Secretariat and Administrative Agent Direct Cost by UNDG Budget Category, as of 31 December 2019 (in US Dollars)

CATEGORY	Secretariat Management Unit		Secretariat Technical Unit (incl. UNFPA)		Administrative Agent		TOTAL	
	Amount Approved	Expenditure Reported	Amount Approved	Expenditure Reported	Amount Approved	Expenditure Reported	Amount Approved	Expenditure Reported
Staff & Personnel Cost	5,883,840	1,393,829	6,217,377	1,760,694	3,835,268	905,372	15,936,485	4,059,895
Suppl, Comm, Materials		-	426,632	22,147			426,632	22,147
Equip, Veh, Furn, Depn	62,000	3,002	80,000	1,158			142,000	4,160
Contractual Services	362,243	137,219	604,248	358,682	210,000		1,237,416	495,901
Travel	500,000	153,658	787,500	325,009	323,000	53,312	1,610,500	531,979
Transfers and Grants		-	-	-			-	0
General Operating	1,195,362	322,427	751,886	393,589	478,524	147,906	2,425,771	863,922
Total Direct costs	**8,003,445**	**2,010,136**	**8,867,643**	**2,861,279**	**4,846,792**	**1,106,590**	**21,778,804**	**5,978,005**
Indirect Costs Total	560,241	140,711	620,735	200,290	215,779	77,461	1,524,516	418,462
Total	**$8,563,686**	**$2,150,846**	**$9 488 378**	**$3,061,568**	**3,298,338**	**1,184,051**	**$23 303 320**	**$6,396,465**

7. Accountability and Transparency

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the MPTF Office Gateway (http://mptf.undp.org). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office Gateway has become a standard setter for providing transparent and accountable trust fund administration services.

The Gateway provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Recipient UN Organizations, interest income and other expenses. In addition, the Gateway provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the Gateway collects and preserves important institutional knowledge and facilitates knowledge sharing and management among Recipient UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.

Annexes

Annex A: Global Results Indicator Data

Annex B: Summaries of Annual Programme Narrative Reports

Africa

1. Liberia Country Programme
2. Malawi Country Programme
3. Mali Country Programme
4. Mozambique Country Programme
5. Niger Country Programme
6. Nigeria Country Programme
7. Uganda Country Programme
8. Zimbabwe Country Programme

Latin America

9. Argentina Country Programme
10. El Salvador Country Programme
11. Honduras Country Programme
12. Mexico Country Programme
13. Latin America Regional Programme

Asia

14. Safe and Fair Programme

Grants to Civil Society

15. United Nations Trust Fund to End Violence against Women – Grant-giving to Civil Society Organizations in Africa and Latin America
16. Women's Peace and Humanitarian Fund – Grant-giving to Civil Society Organizations in Africa

Annex C: Snapshots of Programmes Approved in December 2019

Africa

1. Africa Regional Programme

Central Asia

2. Kyrgyzstan Country Programme
3. Tajikistan Country Programm

Caribbean

4. Belize Country Programme
5. Grenada Country Programme
6. Guyana Country Programme
7. Haiti Country Programme
8. Jamaica Country Programme
9. Trinidad and Tobago Country Programme

Pacific

10. Papua New Guinea Country Programme
11. Samoa Country Programme
12. Timor-Leste Country Programme
13. Vanuatu Country Programme
14. Pacific Regional Programme