Annex I

Description of the action

July 2017- December 2024

A Multi Partner Trust Fund

LIST OF ACRONYMS

CSO	Civil society organization
DG DEVCO	European Commission Directorate-General for International Cooperation and Development
DHS	Demographic health survey
DSG	Deputy Secretary General (United Nations)
EOSG	Executive Office of the Secretary-General
GBV	Gender based violence
FGM	Female genital mutilation
ILO	International Labour Organization
IOM	International Organization for Migration
MPTF	Multi Partner Trust Fund
OHCHR	Office for the High Commissioner on Human Rights
OSC	Operational Steering Committee
SDG	Sustainable Development Goals
ToR	Terms of reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNODC	United Nations Office on Drugs and Crime
UN Trust Fund	United Nations Trust Fund in Support of Actions to Eliminate Violence against Women
UNV	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAWG	Violence against women and girls

WHO   World Health Organization

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CONTEXT

1.1. State of gender inequality and women and girls' human rights

The last two decades have yielded advances in recognizing the importance of the human rights and dignity of women and girls. The process has been driven by a series of international conferences organized by the United Nations, with the backing of governments and civil society from every global region. Key conferences include the World Conference on Human Rights (Vienna, 1993), the International Conference on Population and Development (ICPD) (Cairo, 1994) and the Fourth World Conference on Women (Beijing, 1995). Likewise, the Millennium Declaration (2000) and the Millennium Development Goals advanced many of international agreements. The 2030 Agenda for Sustainable Development offers new momentum to further advance the agenda on human rights, gender equality, and women's and girls' empowerment, and ensure that no one is left behind.[1] Furthermore, the Commission on the Status of Women,[2] the pre-eminent United Nations body for advancing global policy reform in support of the rights of women and girls, has advanced specific normative measures over the years to end discrimination and violence against women and girls (VAWG): in the work place, in public and political life, in intimate relationships, and in the family. This includes addressing marginalization and intersecting forms of discrimination.

Significant progress has been made. Laws and policies aimed at ending discrimination against women and girls have increasingly been adopted. More girls are enrolled in primary and secondary education than ever before. In particular contexts, women's participation in the labour force has increased while, in a number of regions, women's access to sexual and reproductive health services—including to contraception—has increased. Harmful practices, such as female genital mutilation and child, early and forced marriage, have started to decline in some parts of the world. The representation of women in governance and parliament has gained some ground. Yet, despite the progress, no country in the world has achieved gender equality, and women and girls continue to be subjected to discrimination and violence in every country globally. Progress has been particularly slow for women and girls who experience multiple and intersecting forms of discrimination.

Worryingly, in recent years, conservatism and hostility towards the women's rights agenda has grown in many parts of the world and, resulting in a backlash and/or regression on hard-won

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[1] Report of the Secretary-General. *Review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly.* March 2015.

[2] The Agreed Conclusions of the Commission on the Status of Women has stated specifically about the issue of VAWG: *"The Commission strongly condemns all forms of violence against women and girls. It recognizes their different forms and manifestations, in different contexts, settings, circumstances and relationships, and that domestic violence remains the most prevalent form that affects women of all social strata across the world. It also notes that women and girls who face multiple forms of discrimination are exposed to increased risk of violence."".*

gains. This escalation has predominantly been in targeting of women's rights in particular from non-state actors. Women's civil society organisations and human rights defenders are facing an unprecedented crackdown that is inadvertently backed by new legislation on foreign funding; restrictions on registration or association; anti-protest laws; gag laws; laws that criminalize online dissent and expression, or those that or block access to websites and social media.

1.2 Violence against women and girls

Violence against women and girls is rooted in structural inequality in power relations between women and men. It persists in every country in the world and is one of the most systematic and widespread human rights violations. A major obstacle to ending gender inequality and discrimination, it hinders women and girls from claiming their social, economic, civil, and political rights. VAWG exists in varying degrees across all communities in the world. It can occur in private and public spaces despite age, socio-economic status, educational, or geographic categories. It is estimated 35 per cent of women have experienced violence at some point in their lives, and by an intimate partner.[3] That prevalence rises to 70 per cent in some countries.[4]

Domestic violence, including intimate partner violence, remains the most prevalent form of VAWG, and reportedly causes more deaths than civil wars. Almost half of all female homicide victims are killed by a family member or intimate partner,[5] whereas the figure for men is 1 in 20 homicide victims.[6] Harmful practices (HP), particularly child, early and forced marriage, as well as female genital mutilation (FGM) threatens the rights and well being of women and girls in many countries. At least 200 million women and girls alive today have undergone FGM.[7] More than 700 million women alive today were married before the age of 18, with more than one third married before their 15th birthday.[8]

Women and girls everywhere still face the threat of sexual harassment and violence in public spaces, and at the workplace. Equally, women's bodily integrity, which includes rights related to reproduction and sexuality, are under at risk of being eroded.

Along with the immediate physical and emotional effects of violence—which are multiple and pervasive—women's participation and engagement in community and social life has been affected, as well as their capacity to earn a living. The persistence of VAWG negatively impacts families, communities and societies at large. It results in lost employment and poor productivity, and it places significant demands on social services, the justice system, health-care agencies and

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[3] WHO *Global and Regional Estimates of Violence against Women* (2013).
[4] UN-Women, "Violence against women prevalence data: surveys by country" (2012).)
[5] UNODC, *Global Study on Homicide*, 2013.
[6] Human Rights Council 29/40 Report of the Working Group on the issue of discrimination against women in law and in practice.
[7] UNICEF, *FMG/C, A global Concern*, 2016.
[8] UNICEF, Ending Child Marriage, Progress and Prospects, 2014.

employers.[9]

Violence against women and girls has devastating short and long-term consequences on women's health and wellbeing. These include physical injuries, depression and anxiety disorders, and even death. Violence is also linked to negative outcomes in sexual and reproductive health, including higher rates of unintended pregnancies, plus increased risk of miscarriage, unsafe abortions, stillbirths and intrauterine hemorrhage, and vulnerability to HIV and other sexually transmitted infections. Violence may also come in the shape of forced and/or coerced family planning and/or contraception.[10] Violence during pregnancy is associated with low infant birth weight, and an increased risk of preterm birth. The impacts of VAWG can be intergenerational in that children who have witnessed, or been subject to violence, are more likely to experience violence or become abusers later in life. Some studies have shown that boys exposed to violence were three times more likely to use violence against their partners.[11]

1.3 The 2030 Agenda and new opportunities

The 2030 Agenda for Sustainable Development and its transformative vision declared the centrality of gender equality and empowerment of women for achieving sustainable development—with the elimination of violence against women as a crucial component.[12] It provides everyone with a unique global opportunity to promote change. The elimination of all forms of VAWG and of harmful practices—as Sustainable Development Goal (SDG) targets 5.2 and 5.3—is included under Goal 5, "to achieve gender equality and empower all women and girls." Other related targets (under SDG5, SDG11 and SDG16) are complementary entry points for stakeholders to address VAWG/harmful practices. For example, SDG Target 5.6 adds special emphasis women's right to a sexual and reproductive life free from violence, coercion and discrimination. The SDG agenda confirms that such violence is a barrier to gender equality, women's empowerment, and sustainable development, and is an impediment to the achievement of other goals, including poverty eradication, health (inclusive of sexual and reproductive health), education, food security, and just and peaceful societies. As such, addressing VAWG/harmful practices should constitute a cross-cutting issue in policies and programmes aimed at the achievement of the other Goals. Principles of universality and human rights are instilled in the SDGs and require that all women, regardless of location, ethnicity, age, disability, religion or belief, migration status, social status, HIV status, or any other circumstance, are entitled to fully enjoy their human rights and to live free from violence and harmful practices.

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[9] Seema Vyas, Ph.D., Kilimanjaro Christian Medical University College. Department of Epidemiology and Biostatistics. *ESTIMATING THE ASSOCIATION BETWEEN WOMEN'S EARNINGS AND PARTNER VIOLENCE: Evidence from the 2008-2009 Tanzania National Panel Survey,* 2013.

[10] UNFPA. Addressing Gender Based Violence. 2016.

11 State of the World's Fathers Report. MenCare and partners. 2016.

[12] UN General Assembly resolution 70/1, para. 20.

The 2030 Agenda for Sustainable Development builds on existing international frameworks for achieving gender equality and women's empowerment and the elimination of VAWG/harmful practices, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Convention on the Rights of the Child (CRC), and the Council of Europe's Istanbul Convention as the world's most comprehensive international treaty on combatting violence against women, and domestic violence. It explicitly states violence against women is a human rights violation, on the Beijing Declaration and Platform for Action (BPfA), the International Conference on Population and Development Programme of Action (ICPD PoA), as well as the annually agreed conclusions of the United Nations Commission on the Status of Women.

The commitment to eliminate VAWG/harmful practices is backed by the call from a number of regional political and economic bodies, including the European Union (EU), which strongly condemns all forms of VAWG/harmful practices, and has identified its elimination as a priority in supporting the full realization of women's human rights alongside the implementation of the 2030 Agenda. In September 2015, the European Commission published the Joint Staff Working Document on "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020." This document aims at supporting partner countries, especially developing ones, in achieving tangible results for reaching gender equality, which is at the core of European values. This new EU Gender Action Plan (2016-2020) identifies the elimination of violence against women, including sexual violence, trafficking and harmful practices among other forms of violence, as its first pillar. More recently, the European Commission announced that 2017 would be a "year of focused actions" dedicated to ending VAWG.

According to this framework, the European Union identified VAWG as a key priority for international cooperation and development policy. In May 2017, the European Union announced its plan to launch a global initiative on VAWG, accompanied by a financial envelope in the order of EUR 500 million.

RATIONALE

2.1 Progress and existing gaps

The evidence shows VAWG/harmful practices are a complex issue, requiring mutually reinforcing interventions at multiple levels to achieve sustainable results. Interventions include legal and policy frameworks; institutional capacities including to support zero tolerance and address impunity; comprehensive prevention strategies including changing social norms and gender stereotypes as well as focusing on prevention of VAWG/harmful practices, integrated services

that respond to victims and survivors, and quality data to inform advocacy, policy making, prevention and service delivery.[13] Using a comprehensive approach is essential for eliminating VAWG/harmful practices and ensuring progress is maintained. Without adequate legislation and policies in place, women and girls lack legal protection. Without responsive institutions (and civil society stakeholders or women's rights groups) to implement, monitor and uphold laws and policies, these protections remain abstract. Without robust and comprehensive prevention programmes aimed at changing harmful and inequitable gender norms and resulting power dynamics, women and girls continue to be subjected to violence, abuse and discrimination. Without multi-sectoral services and functioning referral systems in place, women and girls lack safety and security, opportunities for rehabilitation, and access to health (including sexual and reproductive health) and justice. Without the collection, analysis and use of reliable and quality VAWG/harmful practices data, policymakers and advocates do not have adequate information to inform their decisions or to advocate for change.

With advocacy and support from women's movements, civil society, cooperation from the European Union and United Nations, Member States have made some progress in complying with obligations and commitments to address VAWG/harmful practices through the adoption of international and regional policy and legal agreements. While many countries at the national level have adopted laws and policies on VAWG/harmful practices, or developed national action plans and specific budget lines, the implementation of measures are a challenge. Furthermore, while country-level initiatives to prevent and respond to VAWG/harmful practices have been or are being undertaken, there is the issue of dealing with persistent norms and practices, attitudes and behaviors that perpetuate gender stereotypes, gender inequality and VAWG/harmful practices. Addressing these challenges, including structural causes of VAWG/harmful practices, lies at the heart of prevention work. Some promising and effective practices on prevention exist, but most are limited, small in scale, fragmented, under-resourced, and with limited existing impact evaluation.[14]

Harmful practices such as FGM and early, forced and child marriage are manifestations of gender inequality and gender-based discrimination against women and girls, and often intersect with different forms of VAWG. Despite these links, programmes to end harmful practices (particularly FGM and child marriage) and VAWG, particularly intimate partner violence, are often developed and implemented separately. Although this occurs with the intention to tailor programmes, it results in incoherent, scattered or uncoordinated approaches that would benefit from adequate legal and institutional frameworks, strategic and coordinated efforts, or from sharing knowledge and good practices.

[13] García-Moreno, Claudia, and Marleen Temmerman. "Commentary: Actions to End Violence against Women: A Multi-Sector Approach." Global Public Health 10.2 (2015): 186–188. PMC. Web. 17 Aug. 2017.
[14] Heise L. L. *What works to prevent partner violence? An evidence overview*. London: Centre for Gender Violence and Health, London School of Hygiene and Tropical Medicine,; 2011.

Although a variety of essential services, including those for sexual and reproductive health, are required to adequately respond to survivors of VAWG (health, police, justice and social services) and address impunity, the quality and consistency vary, and accessibility is limited, especially for adolescent girls and with regards to women and girls who experience intersecting forms of discrimination such as those with disabilities. A related challenge pertains to women and girls not seeking help or support, and chronic under-reporting. A study of European Union Member States found that only one third of women and girls who were survivors of partner violence contacted police or support services. This dropped to one quarter of survivors of non-partner violence. In the most serious cases of partner violence only 14 per cent of survivors contacted law enforcement services.[15] Lacking necessary and long-term financial investments have hampered the adoption of prevention strategies and measures that can sustainably and effectively address VAWG and harmful practices.[16]

2.2 The innovation of the Spotlight Initiative

The Spotlight Initiative is a way for the United Nations and European Union to support a comprehensive approach to preventing and respond into VAWG in target countries, and do so in innovative and new ways. The initiative builds on knowledge and lessons learned from past programmes.

Scale, focus, and comprehensive theory of change

While a significant amount of work has been undertaken by the EU and United Nations in supporting governments to fulfill their obligations to end VAWG/harmful practices,[17] the Spotlight Initiative, with dedicated large-scale resources, comprehensive design and focus, and evidence-based programmatic theory of change, will allow for intensified and focused action in strengthening core areas of action, which include: legislation/policies, institutions, prevention, delivery of, and access to, services, and data collection, disaggregation and sharing.

Using the Sustainable Development Goals
In addition to enabling a holistic approach to addressing VAWG/harmful practices at the country level, the initiative will build on the momentum of SDG efforts related to the implementation of Goal 5 and other SDGs. Unlike the Millennium Development Goals (MDGs), the SDGs have targets designed to eliminate VAWG/harmful practices (5.2 and 5.3) as well as one (5.6) that is focused on women's autonomy in matters of sexual and reproductive rights, which provides an important

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[15] European Union Agency for Fundamental Rights, Violence Against Women: An EU-Wide Survey. Luxembourg, 2014.
[16] Commission on the Status of Women Fifty-seventh session. Agreed Conclusions on *The elimination and prevention of all forms of violence against women and girls*, 4 – 15 March 2013.
[17] *The Beijing Declaration and Platform for Action Turns 20*. UN Women, 2016.

opportunity and entry point to advocate for action at the country level. The indivisibility of the 2030 Agenda allows for addressing VAWG/harmful practices across the SDGs, with multiple entry points to leverage interventions.

In the context of working in new ways, the Spotlight Initiative also presents an opportunity for it to be a demonstration fund – intended to provide an example of a United Nations evidence base and demonstrate the impact that a whole scale investment in gender equality and comprehensive approach can make on the lives of women and girls and on the achievement of all SDGs. This evidence base should then be leveraged to catalyze greater investments in all countries. Lastly, the fund is aimed at supporting and moving forward, implementation of the 2030 Agenda, and is an SDG model fund, intended also to encourage greater integration and joined up delivery on the SDGs in line with UN reforms.

Political buy in

The initiative will build, from the outset, strong political commitment from the highest levels of government in target countries and beyond, guaranteeing sustainability through the dedication of national attention, action, and resources. Countries will be encouraged to match and contribute domestic resources and response, Heads of State and senior leaders will be invited to champion the issue, bringing greater visibility to the nature of violence in their country and the Initiative.

Civil society engagement and participation

Success of the Spotlight Initiative relies on strong coordination between stakeholders and actors at all levels, through active engagement, dialogue and knowledge sharing. The role of civil society actors and, in particular, women's rights organizations (including those promoting sexual and reproductive rights), and other gender equality advocates will be essential to ensure those facing multiple forms of discrimination are not left behind. Studies repeatedly affirm that effective mechanisms for ensuring sustainable change, including lasting policy development for gender equality and women and girls' empowerment, is to support women's organizations and build strong social movements to end VAWG/harmful practices.

Civil society is another repository of information that acts as a mirror to reflect the priorities, dynamics, challenges, and levers of changes in a country. It can therefore play a crucial role in leading the design of interventions, and facilitating collaboration and negotiations with other stakeholders. The multi-country and multi-regional nature of the initiative, through knowledge and good practice exchange with peers from other contexts, will benefit civil societies and also contribute to the consolidation of best practices and amplification of social justice movements. Furthermore, through joint-United Nations, national government and civil society efforts

(enabled through a combination of partnerships and financing instruments) the Spotlight Initiative will strengthen implementation efforts at country level, and in a coordinated and a cost-effective manner, to bring about transformative change.

United Nations system working together and a multi-stakeholder approach

The initiative will capitalize on the strength of the United Nations system as it works together to optimally use organizational capacities and avoid duplications. The United Nations will jointly support comprehensive, national efforts to address gender inequality, VAWG/harmful practices and achieve the full realization of women's rights and opportunities at the country level. The United Nations will bring the combined expertise of a wide range of agencies, funds and programmes, as well as civil society to the initiative under the overall strategic coordination of the Executive Office of the Secretary-General (EOSG). UN Women, UNDP and UNFPA, as core agencies, along with civil society, will provide technical support in the design and implementation of activities, under the leadership and supervision of the EOSG. Other United Nations organizations, in collaboration with civil society and other stakeholders, will participate in the implementation of country programmes based on their expertise and mandate. For example, UNICEF and UNESCO may assist in the implementation of interventions on school-related gender-based violence, and prevention interventions related to educational curricula and programmes. IOM might do the same for migration and trafficking, while UNODC focuses on interventions related to access to justice, rule of law and trafficking. ILO may provide technical support on initiatives related to violence in the workforce, and abuse and exploitation of migrant workers, and WHO on sexual and reproductive health and rights (SRHR),[18] health services for survivors, data collection and analysis, and the development of monitoring and evaluation (M&E) methodologies. At the national level, each United Nations organization role will be determined by regional and national context, existing partnerships, as well as country/regional office capacity.

The United Nations system will also leverage existing partnerships with governments, civil society (including women's organizations and organizations engaging men and boys, progressive faith based organizations, youth organizations, trade unions, etc.), the media, research and academic institutions, and international organizations to inform interventions with the latest evidence and relevant research in the field of prevention of and response to VAWG/harmful practices. Other relevant actors may be involved beyond those listed in this note, further assessments of relevant stakeholders at global and regional levels will be needed.

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[18] In accordance with the Programme of Action adopted at the International Conference on Population and Development (1994) and the Platform for Action adopted at the Fourth World Conference on Women (1995) and their review conferences, which were organized under the auspices of the United Nations.

2.3 Links to other SDGs and existing VAWG/harmful practice initiatives

Supported interventions will contribute to, and connect many, other SDG goals and targets within the broader framework of the 2030 Agenda by working to end VAWG/harmful practices. The Spotlight Initiative contributes to greater equality and ending discrimination against women and girls, and the SDGs and 2030 Agenda provide a global development roadmap that allows for more cross-sectoral planning and action. The initiative will capitalize on existing SDG implementation at the country level, which is an opportunity for stakeholders to stress to policymakers the importance of promoting gender equality, women's empowerment and addressing VAWG in a sustainable development context. This will help ensure such issues are not confined to certain sectors or ministerial lines of work. The strongest links are found in SDG goals 1, 3, 4, 5, 8, 10, 16 and 17. Respective SDG targets and indicators are listed in Annex I.

The United Nations system has coordinated efforts to address VAWG/harmful practices and advance the full realization of women's rights through various initiatives. The strength of the United Nations is advocacy, providing technical assistance to prompt change at the normative level and, in recent years, service provision and data collection as well as in supporting state institutional capacity and legislative reforms. The United Nations supports more robust prevention efforts, demonstrated by the development of the first-ever Prevention Framework (led by UN Women with ILO, OHCHR, UNDP, UNESCO, UNFPA and WHO). This framework presents a common approach to preventing VAWG within the United Nations system and a roadmap for implementing evidence-based strategies. In the area of services, the Essential Services Joint Programme, co-led by UN WOMEN and UNFPA and in collaboration with UNDP, UNODC and WHO, aims to deliver quality essential services in the areas of health (including sexual and reproductive health) law enforcement and justice, social services and coordination and governance is being rolled out in more than 50 countries.

Other major data and data system efforts will be leveraged such as GBVIMS, demographic health surveys (DHS), and special surveys. This will be done to track prevalence and trends in VAWG, monitor service coverage, manage cases, and evaluate programme effectiveness. Regarding harmful practices, the UNFPA and UNICEF joint programmes on the abandonment of female genital mutilation/cutting (FGM/C) and child, early and forced marriage are currently largest (global and national) programmes that aim to eliminate such practices. These Programmes could provide a platform for scaling up proposed actions under this Initiative. In addition, the United Nations will support Member States in implementing commitments on eliminating VAWG, a major challenge as noted in the Beijing Platform for Action 20-year review. Findings from selected countries on the most effective policies to sustainably prevent and address VAWG/harmful practices will be sought to acquire lessons and knowledge that will inform programme replication and scaling up in other contexts.

The Spotlight Initiative will build on the knowledge and results achieved by other United Nation initiatives, ranging in scope, purpose and size and, in some cases, be used to reinforce them. The initiative it will rely on knowledge and good practices of long-running, effective initiatives by civil society organizations like AWID, Men Engage Alliance, European Women's Lobby, DIVA, DAWN, FEMNET, YWCA, CWGL, ICRW, Madre, FIMI that have global, regional and national influence.

Although the Spotlight Initiative will not address VAWG/harmful practices in emergency settings or conflict situations, it will contribute to emergency preparedness in contexts where applicable. Because complex emergencies—including natural disasters, post-conflict settings, and destabilizing situations—can strike at any moment, preparedness is critical for establishing resilient and functional responses across the continuum of settings. Within the framework of disaster risk reduction,[19] emergency preparedness requires long-term, comprehensive engagement and the Spotlight Initiative will contribute, where possible, to current programming to safeguard the rights and wellbeing of women and girls.

Below is a list of United Nations programmes, funds and initiatives stakeholders can use to support the design and implementation of the Spotlight Initiative.

UN Trust Fund to End Violence against Women

The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women (UN Trust Fund) was established by General Assembly resolution 50/166 in 1996 and is managed by UN Women. The UN Trust Fund is the only multilateral grant-making mechanism that supports local, national and regional efforts to end violence against women and girls, with a particular emphasis on supporting civil society organizations—a essential and cross-cutting pillar of the Spotlight Initiative. The initiative can build and draw from the lessons, partnerships, knowledge and successes of the UN Trust Fund.

The 16 Days of Activism Against Gender Violence

The 16 Days of Activism Against Gender Violence global campaign originated from the first Women's Global Leadership Institute, which was sponsored by the Center for Women's Global Leadership in 1991. The campaign starts every 25 November, on International Day Against Violence Against Women, and runs until 10 December, which is International Human Rights Day. Over 2,000 organizations in 156 countries have participated in the 16 Days Campaign since its inception. The campaign is one of the most widely leveraged initiatives to raise awareness about VAWG, and it has been an important vehicle for advocacy. In the current context it can be used to raise awareness about ending VAWG/harmful practices, and highlight the efforts of the

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[19] *Minimum Standards for Prevention and Response to Gender-Based Violence in Emergencies.* UNFPA, 2016

Spotlight Initiative as it aims to bring about an end to VAWG through fostering political will and commitment.

United Nations Secretary-General's UNiTE to End Violence against Women Campaign

Launched in 2008, this campaign brought together a host of United Nations organizations across the entire system to prevent and address violence against women at national and local levels. Part of the campaign involved the Secretary-General's Network of Male Leaders. Network members undertook specific actions in their spheres of influence to end violence against women: from raising public awareness to advocating for adequate laws, facilitating meetings with young men and boys, and holding governments accountable. Components of this campaign (advocacy and prevention in particular) will inform Spotlight Initiative activities at the local level.

UNFPA and UNICEF Joint Programme on Female Genital Mutilation/Cutting

The largest global programme to address the issue, the UNFPA and UNICEF Joint Programme on Female Genital Mutilation/Cutting contributes to achieving SDG 5, Target 5.3, which calls for the elimination of all harmful practices by 2030. Established in 2007, the programme completed its third year of Phase II in 2016, with substantial progress made across the areas of policy and legal frameworks, provision of FGM/C-related services, and galvanizing social support for change in 17 target countries*.*

In the second phase of the programme, UN Women collaborated on strengthening understanding and approaches to address FGM/C as a form of violence against girls and women, and find entry points for improved collaboration between initiatives to end VAWG and FGM/C. All countries supported by the joint programme, which will soon enter its third phase of implementation, have put in place functional national coordination mechanisms and continued to implement an integrated and holistic approach towards fostering new social norms. The Spotlight Initiative can build on this mature and comprehensive joint programme's existing efforts in countries where FGM is practiced and the initiative is implemented.

UNFPA and UNICEF Global Programme to Accelerate Action to End Child Marriage

Launched in 2016, the Global Programme to Accelerate Action to End Child Marriage promotes the right of adolescent girls (aged 10 to 19) to delay marriage, addressing conditions that keep the practice in place, and caring for girls who are already married. Active in 12 countries, the joint programme focuses on assisting girls at risk of child marriage by engaging them in activities that inspire them to choose and direct their own futures, support households in adopting positive attitudes towards girls, and strengthening the systems that deliver services to adolescent girls. It seeks to ensure laws and policies protect and promote the rights of adolescent girls, and uses

highlights the importance of using robust data sets to inform policies relating to adolescent girls.

United Nations Essential Services Package and Guidelines

The Essential Services Package Guidelines and associated tools, developed through the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence (UN Women, UNFPA, WHO and UNODC), improves the quality of, and access to, essential services for women and girls who have experienced violence. Programme aims include: 1) reaching global consensus on standards and guidelines for delivering quality essential services in the areas of health, police and justice, social services and coordination and governance; 2) providing technical advice to guide implementation, and 3) building the capacity of service providers to deliver essential services.

Launched in 2013, the package is implemented in more than 50 countries around the world in the sectors of health, law enforcement and justice, social services and coordination, and governance. The Essential Services Package will inform the Spotlight Initiative work on methods of establishing and strengthening multi-sectoral services in target countries.

UN Regional Joint Programme for Asia and the Pacific Partners for Prevention (P4P): Working with Boys and Men to Prevent Gender-based Violence

Partners for Prevention—a UNDP, UNFPA, UN Women and UNV regional programme—launched in 2008 focuses on primary prevention among boys and men through partnerships with policy makers, United Nations staff, and civil society partners dedicated to women's empowerment and ending VAWG. Partners for Prevention supports prevention work in over 15 countries in the Asia Pacific region with increasingly sophisticated technical knowledge and resources to help local partners implement evidence-based programming and enhance policy frameworks for the prevention of gender-based violence (GBV). The Spotlight Initiative will look to the operations of P4P in relevant countries, particularly in the areas of prevention, advocacy, strengthening of laws and policies, and data collection.

United Nations Action for Cooperation Against Trafficking in Persons in Asia

UN-ACT was established in 2014 to provide a coordinated approach to strategically and effectively combat trafficking of people in the Greater Mekong sub-region and beyond. The project builds on work previously undertaken by the United Nations Inter-Agency Project on Human Trafficking (UNIAP). UN-ACT is a regional project managed by UNDP and collaborates with various partners including ILO, UNICEF, UNODC, IOM, and UN Women, and civil society organizations such as World Vision, Save the Children and ECPAT.

UN Women "Safe Cities and Safe Public Spaces" programme

The "Safe Cities and Safe Public Spaces" programme launched in November 2010 as a collaboration between UN Women, UN Habitat, local government, women's networks, civil society partners and other United Nations organizations. Now present in more than 25 cities around the world, participating cities commit to identifying gender-responsive, locally relevant and owned interventions where comprehensive laws and policies are developed and implemented to prevent, and respond, to sexual violence in public spaces. The programme invests in the safety and economic viability of public spaces by altering attitudes and behaviors to promote the right of women and girls to enjoy public spaces free from violence. Relevant information will be used to better define Spotlight Initiative priorities in relevant countries.

Pacific Regional EVAW Facility Fund

The Pacific EVAW Fund is a specialized regional facility that supports Pacific Island governments and civil society organizations in preventing, and responding to, VAWG using a human rights instruments and gender-responsive approaches. The Fund operates as an effective catalyst, enabling translation of regional and national commitments to ending VAWG in Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu. The theory of change is that through increased funding and capacity development, national and local governments, and civil society organizations in the Pacific will provide more effective, comprehensive, and holistic services to survivors of violence, their families and communities, and develop prevention strategies to end all forms of violence against women and girls. Governments (national and local) and civil society organizations from the eight countries are eligible to apply.

Stop Rape Now - UN Action Against Sexual Violence in Conflict

United Nations Action Against Sexual Violence in Conflict (UN Action) is concerted effort by 12 United Nations organizations to improve coordination and accountability, amplify programming and advocacy, and support national efforts to prevent sexual violence in conflict, and respond effectively to the needs of survivors. As the focus of the Spotlight Initiative is broader than sexual violence—and will not be implemented in conflict affected areas—information sharing across different efforts will be the primary means of informing and ensuring harmonization of messages, approaches and contributions to emergency preparedness and prevention of VAWG in. It will also be important to look at the continuities and continuum of violence between stable and conflict contexts.

Global Database on Violence Against Women

The Global Database on Violence against Women is an online resource designed to provide

comprehensive and up-to-date information on measures taken by governments to address violence against women in laws and policies, prevention, services, and statistical data. It is an important tool for monitoring the implementation of the SDGs with regards to violence against women. The Global Database may prove to be an important resource for the Spotlight Initiative, and initiative results can be archived in the Global Database.

United Nations Inventory on Violence Against Women

The Inventory on Violence Against Women provides an overview of United Nations-led activities on preventing violence against women. Compiled by UN Women, it tracks information exchange within the United Nations system about existing and planned strategies, programmes and activities on violence against women, at global, regional and national levels.

Virtual Knowledge Center to End VAWG

The Virtual Knowledge Center is an online resource offered in English, French and Spanish. Designed to serve the needs of policymakers, programme implementers, and other practitioners the forum is dedicated to addressing violence against women and girls. An initiative of UN Women, the center brings together contributions from expert organizations, individuals, governments, United Nations organizations, and other relevant actors. The purpose of the site is to encourage shared ownership of information, and pursue partnership building, for continual development and sustainability. The Virtual Knowledge Center can support the implementation of the Spotlight Initiative in terms of data, advocacy and prevention tools.

Asia-Pacific "Know Your Data" Initiative

The "Know Your Data" initiative was designed by UNFPA to improve VAW surveys and analysis in ten countries in Asia Pacific, and to ensure the sustainability of efforts by strengthening the capacities of national institutions to collect and analyze data using the WHO and/or DHS methodology. The main features of this initiative include identifying partner institutions to build national capacities, and develop a pool of experienced gender professionals and researchers who will support data collection at the national level in select countries.

The Call to Action on Protection from Gender-Based Violence in Emergencies

The Call to Action on Protection from Gender-Based Violence in Emergencies is a global initiative of governments and donors, international and non-governmental organizations. Its aim is to drive change and foster accountability from the humanitarian system to address GBV from the earliest phases of a crisis, and to provide safe and comprehensive services for those affected by GBV. The European Union (through the humanitarian services of the European Commission/DG ECHO) is

the current lead. Whilst, the Spotlight Initiative will not be implemented in conflict-affected areas, information sharing will be important to ensure efficiency and coherence regarding messaging and approaches.

2.4 Towards a sustainable and transformative future

Functions of the Spotlight Initiative

Taking into consideration the broader SDG context, on-going efforts, and challenges faced when addressing VAWG, discrimination and harmful practices, the Spotlight Initiative will be comprised of nine functions:

Deliver and demonstrate results in priority countries by concentrating resources in support of the SDG 5 targets, in particular 5.2 and 5.3, as well as other relevant targets (e.g. 5.6, 16.1, 16.2, 16.3, 16.6).

In selected countries, foster, reinforce, and leverage political commitment for VAWG/harmful practice agendas and galvanise support through a political call to action.

Support the implementation of a comprehensive and coordinated approach to address VAWG/harmful practices, building on existing initiatives and leveraging future support.

Act as an enabler and proof-of-concept initiative that has impact, and drives action, against VAWG/harmful practices at the country level, including building and supporting key partnerships.

Build knowledge and thematic expertise on promising and effective interventions and practices, which are backed by thorough monitoring and evaluation.

Secure substantial, coordinated and sustainable financial resources through strategic partnerships at country level, including national resources to address VAWG/harmful practices.

Tap into the full range of expertise of the United Nations system, as well as partnerships and resources for improved implementation and results.

Leverage the capacity of civil societies to bring about sustainable and impactful change in selected countries with regards to VAWG/harmful practices.

Conduct comprehensive evaluations that lead to the establishment of an evidence base on gaps, responses and lessons learned on VAWG/harmful practices.

The Spotlight Initiative is implemented in the context of the 2030 Agenda. For success to be sustainable it is crucial to ensure activities, services, and interventions that prevent and respond to VAWG/harmful practices are adequately established or strengthened, and can be maintained. This involves ensuring that political commitment and prioritization of VAWG/harmful practices

maintains or accelerates gains made, especially following political change and/or social disruption.

Without the right vision, sustainability plan or exit strategy, the impact of programmes and interventions will be limited in the long term. By gathering momentum around the initiative's five areas of work (legislation, institution strengthening, prevention, service capacity, and stronger data) it is more likely activities will outlast the Spotlight Initiative. Designing context-specific interventions replete with flexible visions, sustainability plans and exit strategies will ensure sustainability. This requires putting into place explicit and clear measures that safeguard continuity of the VAWG/harmful practices response.

Financing strategy

In line with the Addis Ababa Action Agenda that highlights the need for "nationally owned development strategies supported by integrated financing frameworks," and a new generation of United Nations Development Assistance Frameworks (UNDAFs) that catalyze finance for SDG implementation, the Initiative will utilize its resources to positively influence national policy environments to facilitate greater national, local and, where applicable, international resource flows - to address VAWG/harmful practices. This will be done in the context of funding broader SDG priority areas 5 and 16.

The financing strategy for the Initiative will place sustainability at its center and include developing political roadmaps, with specific milestones, in collaboration with a dedicated group of partner countries. All country programmes will have to submit a financial sustainability plan developed in partnership with national policymakers, and which is backed at the highest political levels in country. Conditions set in the financial sustainability plan will incorporate the commitment of governments to dedicate national resources while leveraging additional funds to guarantee long-term impact. An exit strategy will be developed with government and relevant stakeholders to ensure phasing out the initiative in a country is seamless and does not have a negative impact on programme beneficiaries.

Because governments are critical for establishing a policy environment conducive to long-term public and private investment in sustainable development, the Initiative will engage with government partners when assessing the best options (e.g. domestic public resources, taxes and revenue mobilized in country) for prioritizing financial support for VAWG/harmful practice programming. The Initiative will provide guidance on financing tools, good practices, and methodologies that can be scaled up and replicated. United Nations organizations will be tasked to work together to ensure necessary data is made available to improve investment decisions, strengthen the capacity of various stakeholders to develop a "bankable" set of projects, and encourage the most appropriate policy environment for promoting gender equality and

addressing VAWG/harmful practices.[20] Knowledge and lessons learned will be compiled into a package of good practices and methodologies that can be scaled up and replicated.

THEORY OF CHANGE

3.1 Overlap with United Nations areas of work and integrated approaches

The Spotlight Initiative has the potential to be transformative, and is evidence and rights based. Activities launched under the umbrella of the initiative will strengthen multi-sectoral responses that will, hopefully, end one of the most pervasive human rights violations. Activities will address underlying causes of VAWG/harmful practices, including discriminatory social and socio-cultural norms, stereotypes, and unequal power relations. By doing so they will strengthen institutional capacities and accountabilities for improved health and judicial responses; increased availability, accessibility and quality of services (in relation to empowerment and support for long term recovery), and enabling the collection of reliable, globally comparable, and quality data..

A foundational element of the Initiative is the 2030 Agenda principle of "leave no one behind." The means reaching the most marginalized women and girls, including those with disabilities, the elderly, from ethnic minority or indigenous groups, those living in poverty or with HIV/AIDS, women and girls in rural areas, lesbian, bisexual, transgender or queer individuals, and survivors of violence or harmful practices.

Eliminating VAWG/harmful practices requires shifting social norms within communities, as well as a complete reform of institutions. Significant changes will take time. Stakeholders at all levels programming, including civil society, will be tasked with identifying short, medium and long-term objectives to generate the transformational change envisioned by the SDGs and the Spotlight Initiative.

The core functions of the United Nations, as outlined in the quadrennial comprehensive policy review, are reflected in the Spotlight Initiative. This includes functions relating to norms and standards, data, and policy. For example, as a policy-oriented initiative focused on supporting integrated policy solutions to sustainable development, the Spotlight Initiative will utilize an approach similar to the recently launched UN "Joint Fund for the 2030 Agenda," by promoting collaborative multi-sectoral interventions that complement organization-specific initiatives. The following steps outline the policy cycle:

1. Incorporation of international norms and standards into national legal and policy frameworks;

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[20] See Funding to Financing. UNDAF Companion Guidance. United Nations Development Group, 2017.

2.   Production of data and statistics;

3.   Undertaking policy diagnostics, analysis and research;

4.   Supporting policy approaches, tools and methodologies;

5.   Piloting of innovative policy interventions and policy implementation;

6.   Monitoring, reporting, follow-up, and review.

The Initiative supports two other UN functions, namely capacity development and service delivery are two other areas of intervention under the Spotlight Initiative. All outcome areas will be mutually reinforcing and, as such, it will be important to foster clear links between and within activities that aim to develop and reform legal and policy frameworks, strengthen institutions, address social norms and robust prevention efforts, and ensure access to quality services and data.

Figure 1: The Policymaking Cycle
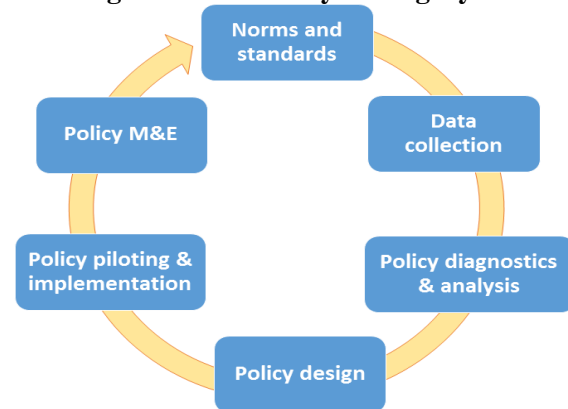
3.2 Assumptions and guiding principles

Legislative and policy frameworks

Norms and frameworks are aligned to international standards, as the basis for addressing VAWG/harmful practices, and become a national priority.

Norms and frameworks address intersection of migration, disability, poverty, ethnicity, age, location, education, overall violence and conflict, differential power relations, and other issues in relation to VAWG/harmful practices

Provision of technical support will result in reformed legal and policy frameworks.

Institutions

Political will and commitment results in the design and adoption of policies, legal frameworks and budgets/resources for VAWG/harmful practices.

National and local governments prioritize programmes that address VAWG/harmful practices and allocate an increasing percentage of resources through their budgets for activities during, and following, the lifetime of the Spotlight Initiative.

Address capacity bottlenecks according to how institutions are formally and informally structured, regulated and managed will lead to the effective, transparent and accountable (implementation of) policies that prevent and address VAWG/harmful practices.

Universities and professional training institutes show interest in integrating VAWG/harmful practice components into regular curricula and courses.

Institutions become gender balanced and gender responsive over time through gender sensitization trainings and exposure to the Initiative.

Prevention

An integrated/multi-pronged approach to prevention is required to change discriminatory social norms and attitudes.

Changes in attitudes and beliefs result in changed behaviors.

Political statements condemning all forms of VAWG/harmful practices by individuals in power (men and women) will influence citizen attitudes, cultural norms and individual behaviors.

Services

(Human) rights awareness raising through specific information (about social services for survivors or information on how not to become a victim of trafficking).

Law enforcement and justice sector are trained on how to treat victims.

Provision of quality health (including target 16.6 and sexual and reproductive health), justice and social services will increase women's willingness to report violence, seek support and utilize survivor services.

Generate greater political to address impunity and prosecute perpetrators.

Data

Space is created for national statistical systems to improve data production and collection, including data on gender related-targets.

There is greater political will and technical capacity to collect data on VAWG/harmful practices.

Governments are increasingly open to sharing data on VAWG/harmful practices with all stakeholders.

Data on VAWG/harmful practices is used to inform policy making and budgeting processes.

Multi-stakeholder partnerships

Enhance global partnerships for sustainable development, and complement them with multi-stakeholder partnerships that mobilize individuals, and share knowledge, expertise, technology and financial resources in support of achieving the SDGs and initiative outcomes in all countries.

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Encourage and promote accountability and transparency.

Guiding principles

Built into the structure of the Spotlight Initiative are 15 following guiding principles that inform all Initiative programmes:

1. Interventions follow the principle of 'do no harm' and are gender responsive, culturally sensitive, human rights based and include participatory programme development, implementation, and M&E.
2. Interventions create an enabling environment conducive to gender equality, promoting zero tolerance and ending impunity.
3. Interventions, including services, prioritize confidentiality, safety, respect, and non-discrimination.
4. Interventions apply a 'survivor centered' approach that promotes recovery by ensuring survivor agency in decision-making; prevention of re-traumatization, and; enabling survivors to make their own informed choices that consider community reintegration and consequences;
5. Interventions seek to empower women and girls and strengthen their capacities to claim their rights.
6. Interventions are consistent with the principle of 'leaving no one behind', with a focus on marginalized populations such as women and girls with disabilities, indigenous people, migrants, the elderly, ethnic minorities, those living in poverty, or any group facing multiple and intersecting forms of discrimination.

7. Governments, United Nations Country Teams (UNCTs) and women's civil society organizations, including those promoting sexual and reproductive health and rights, grassroots and community based organizations, and those eager to accelerate progress towards achieving the SDGs identify interventions.

8. Interventions model United Nations development system reform proposals on bringing the organizations together to deliver in an integrated way by way of respective mandates at the country level.

9. Interventions address national development priorities and strengthen national capacities for policy making and implementation, without substituting the core responsibilities of government as duty bearers, and by focusing on a 'whole-of government' approach.

10. Interventions ensure state and multilateral institutions are primary partners in programme implementation and developing longer-term financial sustainability.

11. Interventions strengthen, support and engage the women's movement, as well as autonomous women's organizations, and encourage them to access and develop long term financing strategies that blend public and private grants and social investment funds.

12. Interventions support civil society engagement and a multi-stakeholder approaches and include organizations that engage men and boys, faith based organizations, and the media, all of which play a vital role in promoting gender equality, advocating against violence, and developing innovative prevention and survivor responses.

13. Interventions build on existing multi-sectoral programmes to address VAWG/harmful practices that are led by governments and United Nations partners.

14. Interventions promote an integrated approach linked to relevant SDGs indicators, and systematic programme and financial landscape analyses.

15. Interventions are implemented under a comprehensive approach to tackle violence against women and girls at multiple levels, and through actions that complement each other in order to achieve sustainable results.

In addition to the minimum requirements, resources provided under the initiative will prioritize the following activities:

16. Interventions that are multi-year and encourage a continued policy engagement with governments, enabling policy support along multiple steps of the policy cycle.

17. Interventions that encourage innovation and allow governments to test new approaches for policymaking and implementation.

18. Integrated and multi-sectoral interventions that utilize a diverse partnership approach where governments have access to high quality policy expertise from the United Nations, civil society, and through global, regional, national, or local implementation partners.

19. Interventions that leverage funds for the implementation of activities.
20. Ongoing interventions with demonstrated results and can be scaled up.

3.3 Programmatic framework

Overall goal: **All women and girls live free from violence and harmful practices**

Impact statement: All women and girls, particularly the most vulnerable, live free from all forms of violence and harmful practices because of prevention strategies and strengthened multi-sectoral and partnership-based responses.

Five outcomes: Implemented simultaneously and in a comprehensive manner, five main outcomes will contribute to the overall goal of ending all forms of VAWG/harmful practices, especially the most marginalized women and girls. Outcomes are based on evidence, research, and demonstrated practice and programmes that demonstrate the need for coordinated interventions that strategically complement, galvanize and take to scale existing investments in gender equality and VAWG/harmful practice actions.

The type or ideal combination of intervention packages will be determined by initial country-level assessments and situational analysis on the ground. The interplay between the normative/policy oriented and operational outcomes will depend on the existing and current work to date in each country by national and local governments, civil society, the United Nations, European Union, and other stakeholders.

To achieve long-term change and sustainability, complementary links between outcomes will be leveraged. For example, as disaggregated and transparent data informs investment, on-going legislation, and policy reform, services can be established and/or strengthened to cater to the health, safety and security needs of survivors. These above two steps can take place alongside the design and implementation of robust and evidence-based prevention programmes that address adverse social norms, attitudes and beliefs. Governance structures, centralized and decentralized, have a role to play in determining how programmes are developed and where they are implemented.

Country context and civil society capacity will be taken into account in all cases, and will define intermediary programme targets and phased implementation opportunities.

Outcome 1: Ensure legislative and policy frameworks on violence against women and girls and harmful practices are in place, in line with international human rights standards. This will be achieved through advocacy and capacity development for the adoption of comprehensive laws and policies that criminalize VAWG/harmful practices, address emerging forms of violence, and complement the reform of discriminatory legislation (e.g. family law, access to resources and services). Advocacy and capacity building efforts will also focus on the accountability in the implementation and monitoring of laws and policies.

Indicative outputs will be refined in each regional theory of change, and country programmes will be developed based on national priorities and actions taken. Under each outcome area several illustrative outputs will be presented. **Indicative outputs for Outcome 1**:

Laws and policies are reviewed, (re)drafted and reformed to conform with international human rights standards and evidence (technical assistance to review/reform laws, revision of discriminatory laws, harmonization of laws, adequate budget allocations, oversight mechanisms to monitor implementation) to guarantee the rights of women and girls and their access to justice, ability to exercise of sexual and reproductive health and rights, and addressing the impunity of perpetrators.

The voices and agency of women are strengthened so they can advocate for, and participate in, the development and implementation of relevant laws and policies.

National and regional human rights institutions are engaged in the process and their capacities strengthened to advocate for, and participate in, the development and implementation of relevant laws and policies.

Civil society organizations, including those representing the most marginalized women and girls are engaged throughout the process to ensure participatory and rights based approaches to policy making.

Outcome 2: The capacities of national and sub-national systems and institutions are strengthened for the improved planning, funding, and deliverance of multi-sectoral programmes that prevent and respond to violence against women and girls, and harmful practices—including through the implementation of the SDGs. Capacity development support, institutional reform and knowledge sharing between countries will mobilize decision-makers on how to strengthen core institutions to better coordinate, design and implement multi-sectoral programmes on VAWG/harmful practices, as well as ensure the elimination of VAWG/harmful practices is taken into account in all development and sectoral planning processes. This includes SDG implementation and programmes meant to reach the most marginalized.

To ensure institutions are gender responsive and human rights-based a critical component is increasing the abilities and capacities of national and sub-national institutions to prioritize, finance and dedicate

resources to fund programmes and interventions on VAWG/harmful practices.

Indicative outputs:

> **Functions, financing and capacity of sub-national level institutions are strengthened to develop and deliver multi-sectoral programmes that address VAWG, harmful practices, femicide, trafficking, sexual and gender based violence, domestic violence, and family violence.**

> **Strengthened accountability of global, regional, national and sub-national political structures in preventing and responding to VAWG/harmful practices (support upstream and downstream approaches to increasing accountability among duty-bearers, along with supporting networks and movements).**

> **Enhanced capacities and coordination between line ministries, border control/immigration departments, local and federal governments, civil society and development partners to provide gender sensitive responses and protection mechanisms to women and girls, including migrants.**

> **Engagement among civil society organizations, including those representing the most marginalized women and girls, will be strengthened to ensure better accountability, and use of participatory and rights based approaches.**

> **Increased institutional responses and investments for enabling case identification, particularly for girls, in the education sector, legal and social centers, and other health service providers.**

> **Strengthened coordination between relevant actors working on emergency preparedness for VAWG/harmful practice response, including institutional capacity development, knowledge sharing, and securing of resources to prevent and respond to VAWG/harmful practices in emergency settings.**

Outcome 3: Gender equitable social norms, attitudes and behaviors are promoted at community and individual levels to prevent violence against women and girls and harmful practices. This will be supported through prevention strategies at national and sub-national levels, which extend beyond awareness-raising campaigns, to include evidence based initiatives focused on community mobilization and the integration of appropriate interventions in existing educational and economic empowerment programmes. Doing so will help transform inequitable social norms, particularly with regards to women's sexual and reproductive rights. Recent research and evidence indicates that prevention interventions should focus on multiple levels (individual, relationship, community and society) and be mutually reinforcing in order to address the root causes of violence and engage multiple stakeholders (e.g. men and boys, youth organizations, trade unions, faith based actors and organizations, civil society, and the media) in various settings (e.g. sports teams or workplaces).

Indicative outputs:

Locally-owned and context-specific, community-based prevention strategies and programmes are designed and implemented in line with international human rights standards, and in favor of respectful relationships and gender equality.

Networks for men and boys, youth and faith-based organizations are strengthened and mobilized to advocate against VAWG/harmful practices, and to promote gender equitable values and behaviors.

Community mobilization, education programmes and campaigns, including those led by media, address harmful socio-cultural norms affecting the sexuality and reproductive rights of women and girls.

Staff training, educational curricula and programmes addressing all forms of VAWG/harmful practices are developed and integrated into formal institutions (e.g. educational institutions, medical, nursing and law schools include gender equality in their curricula).

Programmes aimed at promoting the autonomy of women and girls, and decision-making processes regarding sexual relations, contraceptive use and reproductive health care.

VAWG/harmful practice prevention activities are integrated into relevant programmes aimed at promoting gender equality and women's empowerment.

Outcome 4: Women and girls who experience violence and harmful practices are empowered to use available, accessible, acceptable, and quality essential services, including sexual and reproductive health services, and those meant for long-term recovery from violence. Strengthened rule of law and the provision of survivor-centered essential services to all survivors will ensure they are supported, protected, and can prevent violence from re-occurring. Activities should include building the capacity of various service providers, and developing protocols and guidelines for providing quality services, including coordination and accountability mechanisms.

Part of this work includes developing the capacities of existing health care professionals, to detect/assess, treat, and refer women and girls who are survivors of violence. This is because a woman or girl's relationship with her health care provider may be one of the few opportunities for VAWG/harmful practices to be detected and addressed.

Indicative outputs:

Global standards and guidelines for essential services are adapted at country/local levels and integrated into delivery services to better address the needs of survivors of VAWG/harmful practices.

Strengthened services and awareness/outreach gives women and girls access to acceptable, quality services that meet child protection standards, and address VAWG/harmful practice prevention, protection and care.

Sexual and reproductive health services, education and information are accessible to all women and girls, and integrate

GBV detection tools and responses.

Capacities of service providers (health, law enforcement, justice, social services) are improved to provide quality, coordinated services for survivors of VAG/harmful practices. This may include improving how perpetrators are prosecuted, and/or introducing standardized curricula in university courses and professional training institutes.

Strengthened coordination and management of risks through interventions that prevent VAWG/harmful practices from recurring (including rehabilitative programmes for perpetrators that reduces recidivism and promotes survivor safety).

Access to innovative recovery services that promote long-term well-being and economic empowerment for survivors are provided by strategic partnerships (especially between institutions and the private sector).

Access to justice is advanced through stronger/modified sanctions and appropriate reparations for specific groups of women exposed to intersecting forms of discrimination. This includes women and girls with disabilities, indigenous women, migrant women, and those living in poverty, women living with HIV, sex workers, among others.

Civil society organizations, including those representing the most marginalized women and girls, are supported in monitoring and advocating for quality services, ensuring they are accessible and available to all.

Strengthened services and strategies that address abuse/violence case identification, particularly for girls, are implemented in the education sector, social centers for legal linkages, and other health service delivery provision areas.

Potential VAWG/harmful practice risks and vulnerable groups are identified through quality assurance, gender-sensitive assessments, and risk mitigation measures that are put in place before the onset of an emergency.

Strengthened coordination between relevant actors working on emergency preparedness for VAWG and service provision for VAWG/harmful practices in emergency settings.

Outcome 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices will be collected, analysed, and used in line with international standards to inform laws, policies and programmes. This will be supported through capacity development measures that improve collection, analysis and dissemination of reliable, disaggregated and globally comparable data on violence in an ethical manner to inform decision-makers, lawmakers, policies and programmes. Activities will focus on skills development for national statistical officers to improve the conduct of prevalence surveys, training of service providers across sectors (to effectively collect and analyze administrative data), and the dissemination of data to track progress and support programming and decision-making.

Indicative outputs:

Quality and comparable national data on VAWG/harmful practices is presented in a consistent way and used for the

monitoring and reporting of SDG target 5.2, 5.3, and 5.6 indicators.

Enhanced capacity of national statistics offices and other relevant service providers in implementing VAWG/harmful practice prevalence surveys, and in the collection and analysis of administrative data.

Capacities of national statistics offices, observatories, civil society organizations and law enforcement agencies are strengthened for the improved collection and reporting on the priority areas identified at the regional revel.

Increased investment in use of GBVIMS, DHS, and dedicated surveys to track prevalence and trends in VAWG/harmful practices, monitor service coverage, manage cases, and evaluate programme effectiveness.

3.4 Risks and mitigation strategies

The below table lists risks and mitigation strategies stakeholders and programmers may face/utilize throughout the Initiative. Specific risk and mitigation strategies will be developed for each country/regional programme that is funded.

RISKS	MITIGATION STRATEGIES
Contextual risks	
Political instability	Ensure dialogue with multiple stakeholders throughout the programme to enhance the resilience from shocks related to political instability. Ensure safety and security of programme beneficiaries by working closely with civil society to mitigate possible breakdown of service provision.
Harmful social norms, attitudes, and fear prevent women from seeking services	Develop and implement empowerment programmes that support women's autonomy and decision-making around various services, including health, SRH, access and others. Work at national and local/community levels, and with civil society to address these norms from the outset through a variety of entry points such as public service campaigns, community health workers, and other forms of outreach.
Harmful social norms and attitudes limit women from advocating for laws on ending VAWG/harmful practices	Work directly with civil society organizations to continually build capacities and support; advocate that governments create spaces that are conducive to women's engagement.
High turnover within institutions and service providers	Develop training materials and capacity development initiatives that can be easily applied on a rolling basis. Work with relevant actors to assess reasons for high turnover and address

	challenges in context of the initiative
High rates of community and social violence, which can impact interventions	Engage with other partners working to prevent violence more generally; work closely with education sector (formal and informal) and those working to reach young people with education on peace, social justice and rights
Deeply entrenched harmful and inequitable social norms resistant to change	Develop and implement evidence-based intervention models, campaigns, strategies and programmes based on an organic model (at the individual, interpersonal, community, societal levels) and factoring in short, medium, and long term results that aim at changing harmful/discriminatory social norms.
Women and girls lack, and/or have limited access to, sexual and reproductive health services	Strengthen and/or develop VAWG/harmful practice prevention and care services that are rolled into sexual and reproductive health services.
Natural disasters (e.g. floods, hurricanes, tsunamis, earthquakes, etc.)	National preparedness plans related to VAWG/harmful practices for emergencies and natural disasters are put in place or strengthened.
Programmatic risks	
National partners have limited capacities to apply knowledge	Develop accompanying capacity development strategies through participation of civil society and all national partners.
Lack of time and/or multiple decision-making processes	Explore methods for streamlining decision-making processes, and plan on ways to avoid major bottlenecks and delays.
Services not available after initiatives end due to lack of resources	In collaboration with governments, develop a feasible financing strategy with conditions that secure a financial sustainability plan from the outset, and ensure ownership through civil society engagement.
Acquired capacity and knowledge is not translated into transformative action	Undertake an assessment to understand why knowledge is not translated into action, and work closely with national stakeholders to address the issues.
General lack of access to modern technologies reduce the scope for information sharing, including data availability and use	Discuss possible options with government authorities at the outset to ensure alternative data collection and dissemination in cases where the capacity and/or technology are not available. Chart needs from the start in order to acquire necessary technologies from the outset
Lack of technical and financial resources to improve service delivery	Diversify funding sources to fill cost gaps. Ensure financing and sustainability strategy is in place from the outset.
Institutional risks	

National stakeholders and donors are not willing to support civil society organizations, including women's organizations and/or gender equality advocates	Engage national stakeholders and donors from the outset and facilitate ongoing forums and spaces for dialogue and advocacy on the importance and benefits of supporting women's rights and civil society organizations and advocates.
Shrinking space for civil society action and advocacy, and growing hostility towards women's rights defenders	Ensure there is space for meaningful participation of civil society. Foster bridges between governments and policymakers for better engagement and dialogue with civil society on the development, monitoring and evaluation of programmes.
Political statements are not translated into action, or there is a lack of political will	Foster ongoing dialogue with various sectors and contacts within the government, ensuring that VAWG/harmful practice features in political agendas at the national and local levels, and there are multiple entry points and allies within government.
Legislation not implemented due to lack of capacity and/or budget allocations	Diversify funding sources to fill cost gaps; ensure financing and sustainability strategy from outset; focus on developing national capacities throughout process.
Limited governmental and non-governmental services available in countries (health/law enforcement/justice and social services)	Diversify funding sources to fill cost gaps; ensure financing and sustainability strategy from outset; have alternative plans in in place should a set of scaled down services be required.
Lack of political will and weak institutional and governance structures inhibit data collection on VAWG/harmful practices	Advocate with government stakeholders to demonstrate the importance and benefits of having strengthened data on VAWG/harmful practices. Work closely to develop capacities on data collection, analysis and use.
Lack of resources/funds allocated to the production of data on VAWG/harmful practices	Collaborate with national partners to leverage additional resources, and provide technical assistance and guidance on how national funds (including those from other sectors) can be used to address VAWG/harmful practice data needs.
Weak support to national statistical offices, lack of funding and technical skills resulting from frequent rotation of personnel or insufficient human resources reduce ability to produce and publish VAWG/harmful practice data	Diversify funding sources to fill cost gaps and ensure financing and sustainability strategy from outset. Prioritize developing capacities of national statistical offices.

3.5 Regional and thematic contexts

Women and girls are exposed to intersecting forms of violence regardless of where they live. The

Spotlight Initiative will take this into account and base regional theories of change on thematic components according to regional context, where specific forms of violence are most prevalent, and/or where existing structures/momentum will enable rapid and efficient scale-up of activities. The specific outputs and output indicators will be developed along with partners at the regional level to reflect regional specificities which include:

- Trafficking of women and girls and exploitation (including sexual) in Asia.
- Domestic violence in the Pacific.
- Sexual and gender-based violence, and harmful practices, in Sub-Saharan Africa.
- Femicide in Latin America.
- Domestic and family violence in the Caribbean.

3.5.1 Trafficking of women and girls in Asia

Human trafficking affects millions of people each year. Women and girls account for more than 70 per cent of global trafficking victims, and girls represent almost 75 per cent of child trafficking victims. Women and girls are smuggled across borders for sexual exploitation, domestic servitude and forced marriage. More than two thirds of trafficked women are sexually exploited. In East Asia and the Pacific the most frequent type of trafficking in women and girls is sexual slavery (61 per cent).

When it comes to forced labor, women are primarily trafficked into domestic servitude in single-family households. The trafficking of women and girls for various forced marriage, though sporadically reported in the past, is now emerging as a serious issue. Forty per cent of girls in the region are trafficked for the purposes of domestic servitude and child marriage.

3.5.2 Sexual and gender-based violence, and harmful practices in Sub-Saharan Africa

Analysis of DHS data from select African countries shows that more than a third of women have experienced violence in their lifetimes.[21] A 2005 WHO study on women's health and domestic violence, WHO found that 56 per cent of women in Tanzania and 71 per cent of women in rural parts of Ethiopia had been on the receiving end of violence by a husband or intimate partner.[22]

School related gender based violence (SRGBV)—which may occur at school, on the way to school, at home, in the community or cyberspace)—also remains a significant problem. Although data is limited, existing evidence and research, including sexual violence/harassment, bullying, and physical abuse, suggests the issue needs to be urgently addressed. Evidence also shows that around 120 million girls (one in 10) under the age of 20 worldwide have experienced sexual violence. Although this data is not disaggregated according to where the violence took place, high rates of sexual violence/harassment in

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[21] See WHO (2015) and DHS Programme (http://dhsprogram.com/data/).
[22] Multi-country study on women's health and domestic violence against women, WHO (2015).

schools has been reported in many countries.[23]

Apart from VAWG, harmful practices, child, early and forced marriage, and FGM are prevalent in the region and often coincide with other forms of violence such as trafficking and intimate partner violence. Violence against women and girls leads to sexual and reproductive health problems including unintended pregnancies, unsafe abortions, obstetric fistulas, sexually transmitted infections and contraction of HIV. A staggering 40 per cent of girls marry before age 18 in Sub-Saharan Africa, and 15 of the 20 countries in the region have the highest rates of child marriage.[24] Each year, three million girls undergo FGM and the practice has been documented in 29 African countries.[25]

3.5.3 Domestic violence in the Pacific sub-region

The prevalence of violence against women in the Pacific sub-region is one of the highest in the world. Up to 68 per cent of adult women have experienced sexual and/or physical violence, often at the hands of an intimate partner.[26] Similar figures are seen in Kiribati (68 per cent), Fiji and Solomon Islands 64 per cent),[27] and Timor Leste (59 per cent).[28]. In the Solomon Islands, 37 per cent of women reported being sexually abused before the age 15, at the hands of a family member and/or intimate partner.[29] In Papua New Guinea, 70 per cent of women have experienced domestic violence and 55 per cent are survivors of rape. High rates of violence have had serious implications on women accessing their rights.

3.5.4 Femicide in Latin America

In Latin America and the Caribbean, violence against women and girls, in its most violent expression, femicide, constitutes a significant threat. Of the 25 countries with the highest rates of femicide in the world, 14 are in Latin America and the Caribbean.[30] According to ECLAC, an average of 12 women are killed every day in the region *simply because they are women*. In Central America, two out of three murders (of women) are gender-related.[31] In some countries (like Honduras, which has the highest homicide rate in the world), the number of violent deaths is four times higher for women than for men. Studies from Brazil estimate an intimate partner kills a woman every six hours.[32] The most recent global

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[23] *Global Guidance: School related gender based violence*. UNESCO, UN Women. 2016.

[24] Ending Child Marriage: Progress and Prospects, UNICEF (2014).

[25] Pan-African Conference on Celebrating Courage and Overcoming Harmful Traditional Practices in Africa, African Union (2011).

[26] Tony Crook, Sue Farran & Emilie Röell, *Understanding Gender Inequality Actions in the Pacific – Ethnographic Case-studies and Policy Options*, DEVCO ADM-MULTI/2014/353-796 - University of St Andrews, pg. 193.

[27] Family Health and Safety Studies (UNFPA, 2013).

[28] VAWG Prevalence Study (Asia Foundation, 2016).

[29] Family Health and Safety Studies (UNFPA, 2013).

[30] Global burden of armed violence. (2011). Geneva Declaration on Armed Violence and Development. Available at: http://www.genevadeclaration. org/fileadmin/docs/GBAV2/GBAV2011_CH4_rev.pdf

[31] Nuevas Expresiones de Criminalidad contra las Mujeres en América Latina y el Caribe: Un Desafio del Sistema de Justicia del siglo XXI. Secretariado de la Campaña del Secretario General de las Naciones Unidas ÚNETE para poner fin a la violencia contra las mujeres. Ciudad de Panamá, Panamá 2013.

[32] FLACSO. Mapa da Violência (2012).. Atualização: homicídio de mulheres no Brasil. Rio de Janeiro: CEBELA/FLACSO.Brasil. 2012. Available at: http://www.mapadaviolencia.org.br/mapa2012_mulheres.php , accessed on 20 October 2014.

study on homicide shows that an intimate partner or family member is responsible for the death of one in two women (the number is 1 in 20 for men).[33] These murders are often not isolated incidents, instead occurring within a continuum of citizen insecurity.

3.5.5 Domestic and family violence in the Caribbean

In the Caribbean, domestic and family violence is a complex concept as violence may take place in formal and informal settings, as well as intimate relationships within different households. Family relationships may involve previous and current partners or siblings and half-siblings who do not live in the same household.

A 2007 UNODC and World Bank report on crime in the Caribbean stated the region was one of the most violent in the world, with high per capita murder rates and instances of sexual violence.[34] A 2003 regional victimization survey revealed that the first sexual experience for 48 per cent of adolescent girls was "forced," or "somewhat forced," in nine Caribbean countries.[35] Three of the top ten countries in the world with the highest rates of rape are located in the Caribbean.[36] Although survivors are not always women and girls, they are disproportionately affected. There is limited data on the sexual abuse of boys with cases severely underreported for socio-cultural reasons.

GOVERNANCE ARRANGEMENTS

Governance arrangements rely on an efficient and effective decision-making and oversight framework to ensure streamlined allocation processes and clear lines of accountability. These arrangements are built on, and informed by, five principles: inclusiveness, transparency, accountability, consensus-based decisions, and country participation. Overall governance arrangements, decision-making processes and financial flows are depicted in the figure below.

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[33] UNODC, Global Study on Homicide, 2013 p 49

[34] *Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean*, UNODC March 2007

[35] Halcon et al. 2003

[36] UNODC, Crime Trends Survey (2015
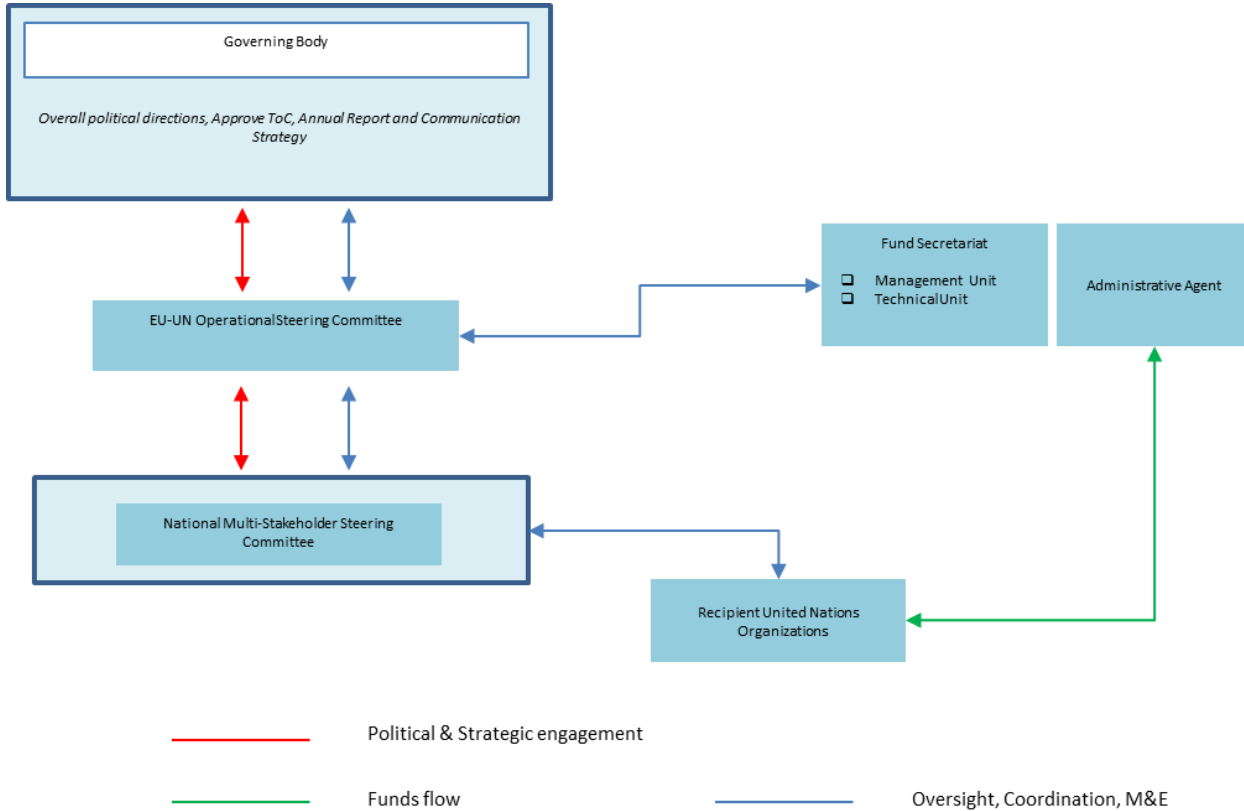
The governance architecture of the Spotlight Initiative has three functions: governance by global and country decision making bodies; daily management and administration supported by dedicated teams, and implementation by the recipient United Nations organizations.

4.1 Governance architecture

Governance takes place at two levels. At the global level, fund governance consists of a Governing Body and an Operational Steering Committee. At the country/regional levels Country/Regional Level Steering Committees provide implementation oversight and coordination of the country/regional portfolio.

4.1.1 Governing Body

The Spotlight Initiative operates under an overall governance structure led by the Governing Body. The Governing Body acts as the overarching high-level strategic direction, partnership and cohesion mechanism for the initiative. It is co-chaired by the United Nations Deputy Secretary-General and the European Union High Representative for Foreign Affairs and Security Policy/Vice-President of the Commission. The Development Commissioner of the European Commission, and the Executive Director of UN Women are additional members of the Governing Body. Each member's alternate may also

participate in the meeting of the Governing Body.

The Governing Body acts as a high level forum that facilitates consultation among stakeholders, including partner countries, to agree on common strategic communication lines and take stock of overall progress.

The roles and responsibilities of the Governing Body include strategic oversight and approval of operational tools.

Strategic oversight

Set the strategic direction of the initiative and exercise overall accountability for achievement of initiative objectives.

Provide a partnership platform for political dialogue, coordination, communication and advocacy among stakeholders.

Provide strategic guidance to the Operational Steering Committee for the identification and ranking of funding priorities and country eligibility.

Maintain close collaboration with all stakeholders to ensure flexible adaptation of the initiative architecture and activities, and reflect changing priorities and strategies.

Review the status of the Spotlight Initiative, oversee overall progress against expected results, and approve course corrections where relevant.

Review the financial status/needs of the initiative and mobilize resources.

Review consolidated Annual and Final Reports prepared by the Secretariat.

Review mid-term and final evaluations, and oversee initiative management response.

Operational tools

Guide revisions in the global theory of change, including the results framework.[37]

Ensure the adequacy of the initiative's risk management strategy.

Guide the initiative's communication strategy.

Review requests for any extensions of the operational duration of initiative activities, as required.

The Governing Body will have a quorum when 50 per cent of its members are present. It meets twice a

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[37] See Annex II for the indicative results framework with outcome indicators.

year to agree, by consensus, on programmes of work.

Formal Decision Making Process

The M**anagement** U**nit**, **acting as the** S**ecretariat of the Governing Body and the Operational Steering Committee**, **circulates the minutes** of each meeting **and agreed upon programmes of work** to the co-chair of the Operational Steering Committee **within five business days for decision by the Deputy Secretary-General (DSG).**

Notwithstanding any agreed upon programmes of work submitted by the Governing Body and the Operational Steering Committee for decision by the DSG, the European Commission can inform the United Nations Co-Chair of the Governing Body or the Operational Steering Committee in writing, with a copy to the management unit, of any concerns by the European Commission regarding such agreed upon programmes of work. Such written notice must be given within a maximum of five business days following the receipt of the minutes and agreed upon programmes of work. In any case, the European Commission or any other donor reserves the right to discontinue future disbursements of its Contribution, or to request the reprogramming of its Contribution to the extent that commitments with such Contribution have not been made if, following consultations among the United Nations, the Administrative Agent and the Donor, it is not possible to reach a mutually acceptable solution with respect to such an agreed upon programme of work.

The DSG shall make a decision within a maximum of five business days on the minutes and agreed upon programmes of work submitted by the Operational Steering Committee and instruct the Administrative Agent and/or the United N**ations Resident Coordinators and/or the Recipient U**nited N**ations Organizations accordingly. If the DSG rejects the agreed upon programmes of work, the matter will be discussed again at the next Operational Steering Committee.**

Dialogues with primary representatives from global civil society networks and organizations working on ending violence against women will be held the Governing Body on a regular basis to foster global cooperation and a shared vision. The Governing Body may consider establishing a civil society advisory reference group (a small high-level group composed of - in a rotation set-up - eminent women's rights and feminist activists who have global standing on the issue).

The Management Unit serves as the Secretariat of the Governing Body. Internal rules of procedure of the Governing Body will be outlined in the operations manual, which will be drafted by the Management Unit of the Spotlight Initiative Secretariat, with support from the Administrative Agent, and adopted by the Operational Steering Committee (see below).

4.1.2 Operational Steering Committee

The Governing Body delegates specific functions to an Operational Steering Committee whose role is to

ensure effective management and coordinate all operational and technical aspects of the initiative, including the launch of programmatic cycles, consider and makes recommendations on Investment Plans of the Initiative, advise on resource allocation, agrees upon joint programmes and budgets, and proposes the transfer funds from the Administrative Agent transfer funds to recipient United Nations Organizations, subject to United Nations regulations, rules, policies and procedures. The Operational Steering Committee will consider feedback from the Management Unit on the overall management of the initiative, or advice on any substantive issues related to programme implementation from the Technical Unit.

Roles and responsibilities of the Operational Steering Committee:

- ✓ Oversees Initiative implementation, review overall performance and approve any revision of the portfolio, as required.

- ✓ Reviews the initiative policies and rules of procedure (standard operations manual) that complement the Terms of Reference (ToR). The rules of procedure may be amended as needed.

- ✓ Agrees upon the 2018 and 2019 Spotlight Initiative investment plans and country eligibility criteria, regional theories of change, and investment priorities, including maximum regional/thematic/country allocation envelopes.

- ✓ Reviews and agrees upon country-level/regional joint programmes and allocations against programme documents proposed submitted by United Nations Resident Coordinators and recipient United Nations organizations, and agreed by EU representatives, including output level results, and implementation set-up.

- ✓ Makes recommendations to the country/regional level steering committees regarding operational aspects of implementation of joint programmes, as appropriate.

- ✓ Reviews any joint programme revisions of more than 25 per cent of the value of the budget or programmatic revisions that significantly change the scope, objectives, strategy or priorities of an approved joint programme. Approve revisions and request amendments to the Co-delegation Agreement.

- ✓ Agrees upon direct costs budgets, specifically those related to the Spotlight Initiative Secretariat (including management and technical units), any support operations, evaluations and audits.

- ✓ Requests Administrative Agent to transfer funds to the recipient United Nations organizations based on a cash management plan prepared by the Secretariat and Administrative Agent, which is subject to the approval of the Deputy Secretary-General (United Nations co-chair).

- ✓ Ensures financial management is monitored (reviews consolidated audit reports).

- ✓ Ensures lessons learned are distilled and fed into relevant wider policy discussions.

- ✓ Reviews periodic and annual joint programme narratives and financial reports submitted by recipient United Nations organizations in accordance with the memorandum of understanding,

and EOSG and European Union reporting requirement.

✓ Regularly reviews the risk-monitoring matrix.

✓ Reviews annual and final consolidated narratives and financial reports submitted by the Secretariat.

✓ Agrees upon evaluation plans of all joint programmes.

✓ Commissions, through the Secretariat, two separate evaluations/lessons learned exercises (final) by an independent evaluator on the overall performance of the Spotlight Initiative.

✓ Recommends revision to the Terms of Reference, and refers revisions to the Governing Body for any potential extensions.

Members of the Operational Steering Committee:

Director-General of DG DEVCO, and three European Union representatives (the Director for Peace and People, and two Directors from Africa, Asia or Latin America Directorates).

Representatives at the Director-level of the Executive Office of the Secretary General and the three core United Nations organizations (D2/D1 level from UNDP, UNFPA and UN Women).

Four observers' seats: one for EEAS (European Union), one European Union Geographic or Thematic Director), and two for rotating United Nations organizations.

The head of the Management Unit, the head of the Technical Unit, and the Senior Portfolio Manager of the Administrative Agent are ex-officio members without voting rights.

The Operational Steering Committee is co-chaired by the representative of the EOSG and Director-General of DG DEVCO. It meets quarterly, in person or through other means, or more frequently as required[38], and agrees upon the programmes of work by consensus. Each member is entitled to one vote save as set out herein, the co-chairs can be represented by their respective alternates. The European Union has equal representation as the United Nations. In case of non-consensus, agreements on the programmes of work can be made by a qualified majority of two-thirds of the eight members. The Operational Steering Committee will have a quorum when both chairs and two-thirds of its members are present. Internal rules of procedure of Operational Steering Committee will be included in the operations manual and take into consideration the formal decision making process.

Formal Decision Making Process

The management unit acting as the secretariat of the Governing Body and the Operational Steering Committee circulates to the Co-chair of the Operational Steering Committee the minutes and agreed upon programmes of

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38 taken via electronic approval and through video-conference, with further details to be defined in the Operation Steering Committee's internal rules of procedures.

work of each meeting within five business days for decision by the Deputy Secretary-General (DSG).

Notwithstanding any agreed upon programmes of work submitted by the Governing Body and the Operational Steering Committee for decision by the DSG, the European Commission can inform the United Nations Co-Chair of the Governing Body or the Operational Steering Committee in writing, with a copy to the management unit, of any concerns by the European Commission regarding such agreed upon programmes of work. Such written notice must be given within a maximum of five business days following the receipt of the minutes and agreed upon programmes of work. In any case, the European Commission or any other donor reserves the right to discontinue future disbursements of its Contribution, or to request the reprogramming of its Contribution to the extent that commitments with such Contribution have not been made if, following consultations among the United Nations, the Administrative Agent and the Donor, it is not possible to reach a mutually acceptable solution with respect to such an agreed upon programme of work.

The DSG, shall make a decision within a maximum of five business days, on the minutes and approved programmes of work submitted by the Operational Steering Committee and instruct the Administrative Agent and/or the UN Resident Coordinators and/or the Recipient UN Organizations accordingly. If the DSG rejects the approved programmes of work, the matter will be discussed again at the next Operational Steering Committee.

4.1.3 Country/Regional-level Steering Committees

Thematic sub-division by region calls for country/regional-level strategic direction, oversight and coordination of country joint programmes. Once a joint programme for a specific country is approved, it will be overseen and guided by a multi-stakeholder Country/Regional Steering Committee, co-chaired by the designated government official and the United Nations Resident Coordinator (or his/her designate), and with the involvement of the Gender Theme Group. To the extent possible, existing structures, such as UNDAF results groups will be used rather than establishing new ones. Connections and links will be forged with other pooled funds or joint programmes operating at the country level.

These structures may need to be adjusted to meet the participatory characteristics of the initiative, as indicated above. In the event a regional programme covers multiple countries, adjustments can be made to establish a regional coordination mechanism only composed of European Union-United Nations representatives from regional offices. To maintain a light governance structure, country level/regional steering committees should not be established in parallel for the same joint programme.

The main task of the Country-Level/Regional Steering Committee (where regional programmes are applicable) is to guide and oversee the implementation of each joint programme by fulfilling the following roles and responsibilities:

Ensure proper communication and coordination on the European Union-United Nations Spotlight initiative at the country/regional levels, and support a participatory implementation of the country-level programme, in alignment with national priorities, agreed United Nations strategic programming frameworks (UNDAF), and European Union priorities.

Approve programme annual work plans, review output level results, adjust implementation set-up.

Review and approve periodic and annual joint programme narrative reports submitted by recipient United Nations organizations.

Approve any programmatic or budgetary (revisions of less than 25 per cent of the value of the budget) programme revisions within the limits of the approved programme document by the Operational Steering Committee.

Review risk management strategies and ensure the programme is proactively managing and mitigating risks.

Manage stakeholder relationships at the country level.

Country-Level Steering Committees will be country-specific and aligned with the priorities and dynamics of each country. This reflects initiative principles, along with inclusiveness, transparency, accountability, consensus-based decisions, country participation and ownership. It also ensures, while ensuring as well a manageable size (about 10 persons) to permit efficient decision making. The following members should be part of Country-Level Programme Committees:

United Nations Resident Coordinator

European Union Representatives

Government and participating national organizations

Recipient United Nations Organizations

At least two self-selected representative from women's civil society organizations/networks with a strong track record of working on EVAWG.

Other stakeholders may be invited to participate in planning, deliberation and monitoring roles of the Committee. This includes representatives from academic/research institutions, local communities and/or the private sector.

4.2 Country eligibility process

The Secretariat will provide the agreed upon criteria for selecting countries at the first meeting of the Governing Body. On this basis, the Operational Steering Committee will identify a list of eligible countries, after which European Union/United Nations stakeholders and national governments will be requested to confirm their interest, provide a country profile and programmatic and financial priorities. Based on the above analysis, a shortlist of countries will be identified per region, and 2018 investment plans will be designed and recommended by the Operational Steering Committee for financing.

The Secretariat will circulates this list to concerned United Nations Resident Coordinators and invite them to develop a joint programme. Each country programme will consist of one joint programme that draws on the capacities and mandates of relevant United Nations Agencies, Funds and Programmes. See the programming cycle section below for a step-by-step outline of the process.

*Note: This process will be repeated for the creation of the 2019 investment plans.

SECRETARIAT

The Secretariat as a project office supports the Operational Steering Committee and is comprised of a Management Unit and Technical Unit. The two units work in close collaboration, and in a complementary manner.

5.1 Management Unit

The Management Unit provides operational and administrative support to the Governing Body and Operational Steering Committees. It is responsible for the coordination and day-to-day management of the Initiative. The Management Unit codifies policies and rules of procedure into an Operations Manual, which includes a Risk Management Strategy. The Management Unit provides strategic advice and quality control over the implementation of the initiative and coordinates meetings. It facilitates collaboration and communication between the EOSG, recipient United Nations organizations, and the Resident Coordinators regarding the operations, when necessary. The unit can develop a Resource Mobilization Strategy so the Initiative can attract investments from other donors.

A primary role of the Management Unit is to ensure the submission of country-level/regional programme proposals to the Operational Steering Committee, and guarantee they have been developed in accordance with agreed-upon joint programme submission guidelines and criteria specified in the Operations Manual that has been developed in accordance with United Nations Development Group (UNDG) standards. The Management Unit will be responsible for reporting on the implementation of funded joint programmes through periodic progress updates (which include consolidated annual narratives and financial reports, and any specific European Union reporting requirements) received from recipient United Nations organizations. The unit will present an overview of progress to the Strategic and Operational Steering Committees, and ensure that lessons learned feed into relevant wider United Nations reform discussions.

The main functions of the Management Unit are:

Execute and coordinate all management functions of the initiative, including the implementation of decisions made by Steering Committees.

Elaborate an Operations Manual, in accordance with signed legal agreements, and ensure compliance with it.

Plan and prepare meetings of the Governing Body and Operational Steering Committee, and hold records of decisions through minutes of the meetings.

Provide advice and recommendations (in close collaboration with the Administrative Agent) to the Operational Steering Committee on strategic investment priorities, regional and country level financial allocations, implementation performance, and cash management planning related to European Union disbursement policies.

Coordinate country eligibility and allocation processes between the Operational Steering Committee, United

Nations Country Teams and European Union Delegations.

Provide advice and recommendations (in close collaboration with the Administrative Agent) to the Operational Steering Committee on implementation performance, and cash management planning related to European Union disbursement policies.

Submit Fund Transfer Requests, signed by the Deputy Secretary General of the United Nations, to the Administrative Agent.

Oversee the design, development and maintenance of one integrated platform for programme design, management and reporting.

Ensure monitoring and control of operational risks (update the risk monitoring matrix regularly).

Consolidate the narrative of annual and final reports submitted by recipient United Nations organizations and present reports to the Operational Steering Committee for review.

Develop the resource mobilization strategy, if required.

Support coordination efforts with any relevant global initiatives to avoid overlap or duplication.

Liaise with the Administrative Agent on initiative administration issues, including issues related to programme/initiative extension and programme/initiative closure.

A lighter Management Unit should be established (four staff positions) and hosted by the EOSG, and physically located at the Multi Partner Trust Fund (MPTF) office:

Senior Manager (P5)	Reporting Officer (P4)
Coordination Officer (P3)	Programme Associate (G staff)
Consultants (when necessary)	
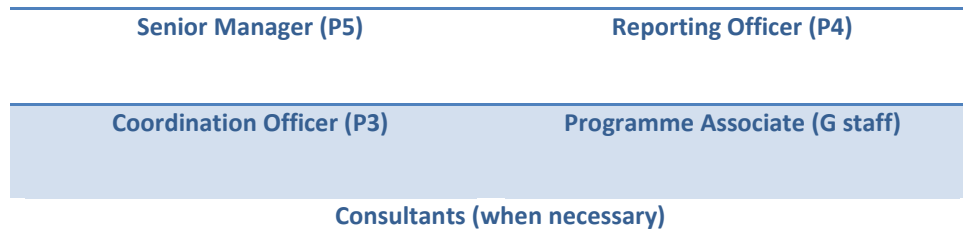
The Management Unit structure can be reviewed by the Operational Steering Committee and decided upon by the Deputy Secretary-General to reflect needs and budget availability. Every year, the Operational Steering Committee will agree upon the budget required to perform the functions of the Management Unit throughout the duration of the initiative.

Costs charged to the Spotlight Initiative account are direct, identifiable and actually incurred. Management Unit direct costs include the cost of establishing the pre-secretariat to support the set-up of the Initiative, which will be included as retroactive United Nations organization contributions as of 1 July, 2017.

5.2 Technical Unit

To ensure coherence, alignment, quality, scaling up, sharing of knowledge and lessons learned, and strong technical support for a programme of this size (with regional specificities) the initiative will be

supported by a Technical Unit. The Technical Unit will work closely with the Management Unit within the initiative Secretariat in partnership with UNFPA, UNDP, and UN Women, and European Union offices at global, regional and country levels. The Technical Team will be accountable for the quality and coherence of the initiative in responding to country needs, and will work under the overall guidance and oversight of the Operational Steering Committee. It will be housed in UN Women, and supervised jointly by the EOSG and UN Women. The Technical Unit will provide support during the entire programming cycle of the initiative with an annual workplan and budget that is reviewed by the Operational Steering Committee.

Functions

1) Provide technical assistance and capacity development support**.** The Technical Unit will serve as a mechanism for gender technical experts and those working on ending violence against women. It will provide technical assistance and capacity development/guidance on policy links with programming, to the countries implementing programmes, and other countries with an interest in replicating programmes.

The Technical Unit will also act as a bridge for gender experts at global and regional levels, leveraging expertise from the three core implementing agencies (UNDP, UN Women, UNFPA) and **the wider system**. The Technical Unit will be responsible for ad hoc and systematic engagement at a pre-determined periods, with focal/points and experts from the core implementing agencies ensuring technical assistance coverage for the diversity of VAWG/harmful practice issues within the Initiative's theory of change. This will ensure the full weight of existing United Nations programmes, partnerships, research and networks are brought together in support of the initiative. Remote assistance would be provided alongside strategically deployed technical assistance and trainings to support country programming at the planning stage and throughout implementation. This approach will ensure the highest level of technical quality, as well as coherence and knowledge management within the Initiative. A specific strategy to leverage the technical of different United Nations agencies involved in the initiative will be presented to the Operational Steering Committee.

2) Support programming and the monitoring and evaluation of programme implementation. The Technical Unit will develop 2018 and 2019 investment plans in close collaboration with the Management Unit, and taking into consideration the interests expressed by shortlisted countries. The Technical Unit will consult all relevant actors when developing investment plans for the Spotlight Initiative, including European Union delegations and experts, and other stakeholders (e.g. national governments, global and local CSOs). Once the Operational Steering Committee has approved an Initiative Investment Plan, the Technical Unit will provide support to countries developing their joint programmes, and provide inputs to recipient United Nations organizations, and recommendations to United Nations Resident Coordinators.

Technical recommendations will be a part of the joint programme submission to the Operational Steering Committee. Once joint programmes are approved, the Technical Unit will work with technical focal points in joint programmes to ensure technical quality, coherence, and methods of replication in

other countries. In addition, the Technical Unit will provide an initiative-level monitoring function, which is essential to ensure programming is in line with the overall global and regional theories of change. The main functions of the monitoring and evaluation system will be to ensure activities are: (i) being implemented according to plan; (ii) have the intended impact on beneficiaries; (iii) effectively owned by communities; (iv) relevant to the needs of, and prioritized by, the beneficiaries; (v) being captured via various knowledge management strategies and transformed into policy tools relevant to decision makers in selected countries and other countries, and (vi) being monitored so as to identify gaps, challenges, and risks early enough to ensure initiative activities stay on track.

3) Manage and support communication, public information and visibility. The function of communications will be coordinated by the Technical Unit, in close collaboration with the United Nations Department of Public Information; the Management Unit; EOSG; representatives and staff from the three core implementing organizations; technical staff, and media and communications specialists. The Technical Unit will be responsible for communications in line with the Spotlight Initiative communication plan, which is drafted to ensure optimal internal and external communication, visibility, and public information sharing. This function is placed in the Technical Unit due to the link to technical and substantive content.

4) Undertake and coordinate knowledge generation and management. The Technical Unit will ensure state of the art and evidence-based knowledge and policy tools are generated for selected countries and others. This includes tools for documenting good (and bad) practices, lessons learned, and high quality analysis of data; practical instruments for decision makers and implementers, commissioned research, and the systematic storing, dissemination and sharing of information and data. Latest evidence will be used to ensure interventions are based on sound research. Particular effort will be made to certify that the knowledge products from the initiative feed into wider global discussions around the EVAW target for SDG 5.2 and harmful practices target SDG 5.3, along with related policy and implementation implications.

5) Facilitate South-South/triangular cooperation. An initiative of this scope and size requires a targeted, systematic and deliberate approach to facilitating South-South/triangular cooperation and exchange. Activities will focus on identification and facilitation of potential partnerships, and learning for exchange of knowledge, experiences and practice within and across regions. This will also allow the generation of new knowledge, methodologies and evaluation tools, as well as opportunities for replication through collaboration and exchange.

Composition of the Technical Unit

The Technical Unit will consist of a Senior Technical Advisor (P5); Technical and M&E Specialist (P4), Public Information, Communications and Visibility Officer (P4); Capacity Development and Knowledge Management Specialist (P3), and Programme Associate (G7). At the regional level, existing European Union and United Nations staff at regional offices will provide support. Flexibility will be built into the global programme budget to allow for rapid hiring of consultants to support development of country programmes, when needed. The Technical Unit Team (five staff positions) will report to EOSG and UN

Women, and will be physically located at UN Women. The staff profiles and responsibilities are:

Senior Technical Advisor (P5)	Capacity Development and Knowledge Management Specialist (P3)
Monitoring and Evaluation Specialist (P4)	Programme Associate (G Staff)
Public Information, Communications and Visibility Officer (P4)	Consultants (only when necessary)

The structure of the Technical Unit can be reviewed and adjusted by the Operational Steering Committee according to needs and budget availability. The budget required to perform the functions of the unit will be agreed upon, and approved each year, by the Operational Steering Committee. Costs charged to the initiative account will be direct, identifiable and actually incurred.

5.3 Administrative Agent

The MPTF Office will administer the initiative, acting as the Administrative Agent, and will provide the Secretary-General and recipient United Nations organizations with administration and other support services, in accordance with the memorandum of understanding signed between the Secretary General and MPTF Office when establishing the initiative. The Administrative Agent will use a pass-through modality whereby each recipient United Nations organization applies its own procedures, provided they meet the minimum requirements outlined in the memorandum of understanding and ToR in terms of safeguards and fiduciary principles. The Administrative Agent will conclude a memorandum of understanding with recipient United Nations organizations and a co-delegation agreement with the European Union as the contributing partner, following UNDG and European Union standard formats.

The MPTF Office is responsible for the following initiative design and administration functions:

Support the design of the initiative, including development of the ToR. This includes the design of initiative architecture (governance arrangements), preparation of legal instruments based on standard legal agreements, and the development of a logical framework/results matrix based on the theory of change.

Conclude a memorandum of understanding with the Secretary General, one with recipient United Nations organizations, a co-delegation agreement with the European Union, and Standard Administrative Arrangements with potential contributing partners.

Receive contributions from donors that provide financial support to the initiative.

Administer funds in accordance with regulations, rules, policies and procedures, as well as the memorandum of understanding and ToR and contribution agreements, including provisions relating to closure of the initiative account and related matters.

Subject to availability of funds, transfer funds to recipient United Nations organizations, upon instructions from the United Nations Co-chair of the Operational Steering Committee.

Provide donors with an annual consolidated report and final consolidated report based on consolidated narrative

reports and financial reports provided by recipient United Nations organizations.

Disburse funds to cover additional costs of tasks the Operational Steering Committee may allocate, based on a Fund Transfer Request signed by the United Nations co-chair.

Ensure the Operational Steering Committee and Secretariat are duly informed of applicable UNDG regulations and rules, policies and procedures relevant to initiative operations, and, upon request, benefit from knowledge management support and advisory services on aspects of initiative operations.

In addition, the MPTF Office through its online portal, GATEWAY (http://mptf.undp.org/), provides real-time financial data generated directly from its accounting system, giving partners and the general public the ability to track contributions, transfers and expenditures.

Subject to the availability of funds, the Administrative Agent shall make each disbursement to a recipient United Nations organization within three to five business days after receipt of the Fund Transfer Request, accompanied by the approved joint programme document and the relevant and correct transfer forms. All parties concerned will sign off on disbursements.

The Administrative Agent will charge a cost for performing the Administrative Agent's functions in line with UNDG policies and contribution agreements. This will be a direct, identifiable and actually incurred cost not exceeding 1 per cent.

Administrative Agent costs include the design and set-up of the Spotlight Initiative, which will be charged retroactively as of 1 July 2017.

IMPLEMENTING PARTNERS

6.1 Recipient United Nations organizations

Programme implementation will be the responsibility of recipient United Nations organizations. After signing a memorandum of understanding with the Administrative Agent an organization will be able to receive resources from the initiative. Each recipient United Nations organization is programmatically and financially responsible for initiatives received in accordance with its regulations, rules, policies and procedures, including fiduciary standards and programmatic safeguards (provided that minimum requirements are complied with).

Recipient United Nations organizations will develop joint programme proposals,[39] and report implementation and financial performance to the political and operational committees via the Secretariat and Administrative Agent as indicated in the memorandum of understanding. Recipient United Nations organizations shall have the capacity to promptly implement programmes approved by

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[39] Referred to throughout the rest of the document as 'programmes'.

the Operating Steering Committee. Indirect costs/remuneration of the recipient United Nations organizations recovered through programme support costs will be 7 per cent.

CONTRIBUTORS

At the time of its establishment, the European Union and the United Nations will be the initial contributors to the Spotlight Initiative. They will play a fundamental role in governance arrangements, and co-chairing the Strategic Committee and Operational Steering Committee. Additional donors may be considered for similar roles in the future and the Operational Steering Committee with decide on their level of participation in governance arrangements on a case-by-case basis (based on contributions to the initiative). Contributors can be national governments, multilateral organizations, private sector entities, international and local NGOs, and private individuals.

European Union contributions will be made in US dollars. Additional contributions will only be accepted in fully convertible currency. These contributions will be deposited into the bank account designated by the MPTF Office. The value of a contribution payment, if made in a currency other than US dollars, will be determined by applying the United Nations operational rate of exchange on the date of payment. Gains or losses on currency exchanges will be recorded in an MPTF account created by the Administrative Agent.

While un-earmarked contributions are preferred, contributors may earmark their contributions to a regional theme in line with UNDG guidelines. Earmarking cannot be done at the implementing level, except for the first 2017 contribution, which will be earmarked to a programme in Asia pre-approved by the European Union, and with ILO and UN Women as recipient United Nations organizations.

SUMMARY OF THE LEGAL STRUCTURE

The standard memorandum of understanding for pass-through arrangements linked to establishing the initiative and appointing the MPTF Office as its administrative agent will be signed by the Deputy Secretary General at the launch of the Initiative during the UN General Assembly in September 2017. A standard memorandum of understanding for recipient United Nations organizations will be signed by the three core United Nations organizations and by other United Nations organizations implementing programmes under the Spotlight Initiative. The memorandum will contain a standard addendum to the UNDG memorandum that covers a number of issues applicable to the European Union Co-delegation Agreement contract.

PROGRAMMATIC ARRANGEMENTS

Funding will be committed during the first three years (2018, 2019, and 2020) and disbursed throughout the duration of the implementation period Q4-2017 Q4-2023 (June 2024 is the latest date for final installments). Taking into consideration the large amount of programming and three-year commitment period for funding, the programming cycle is structured around staged and phased approaches that combine financing flows and geographical considerations. This approach assumes the upfront provision of resources for the Technical Unit so it can oversee programme development, provide technical assistance, policy advice and monitoring, and deliver quality assurance for each programme.

The programming cycle will be aligned with the European Union review and final decision flow. The 2018 and 2019 Initiative Investment Plans will serve as the basis for the action document and subsequent revision to the PAGODA Agreement. Detailed process flows for 2018 are detailed in Annex III.
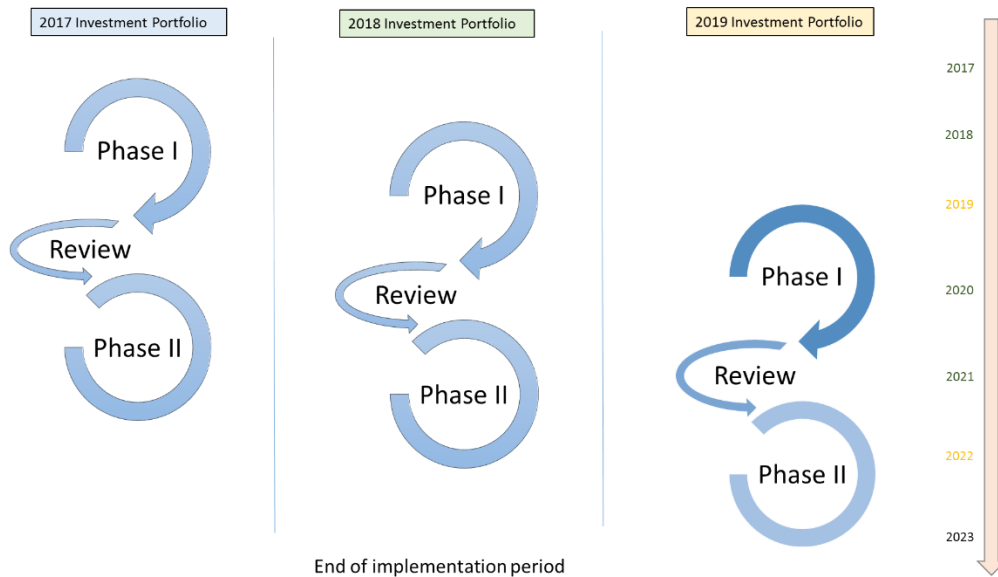
The 2017 Investment Portfolio will be comprised of a single joint programme, "Realizing women migrant workers' rights and opportunities in the ASEAN region" (**Fair and Safe**). The programme will be implemented in countries of origin (Cambodia, Indonesia, Lao PDR, Myanmar, Philippines, Viet Nam) and destination (Brunei Darussalam, Malaysia, Singapore and Thailand). The programme will cater to female migrant workers headed to East Asia (Hong Kong and Taiwan-Republic of China) and the Gulf

Cooperation Council States, even though no activities will be implemented in these countries.

Fair and Safe is a joint programme implemented by the ILO and UN Women. They are the recipient organizations and co-delegates under the initial Co-delegation Agreement, which is to be signed during the last quarter of 2017 by the European Union (as contracting authority) and the Administrative Agent (as the organization).

This earmarked joint programme will be pre-approved although the programme path may differ from the subsequent two portfolios (see below for a step-by-step description). The programme will be subject to similar technical, M&E and reporting arrangements.

The 2018 Investment Portfolio will constitute of a first set of country and regional programmes. The Operational Steering Committee will agree upon the geographical scope and financial envelope following the approval of the 2018 Regional Investment Plans. Funding for this portfolio will be committed via an amendment to the Co-delegation Agreement, and signed during the second quarter of 2018 by the European Union (as contracting authority) and the Administrative Agent (as the organization). The co-delegates will include the three core United Nations agencies, as well as any additional recipient United Nations organizations identified as implementers.

The 2019 Investment Portfolio will be composed of a second set of country and regional programmes. The Operational Steering Committee will agree upon the geographical scope and financial envelope following approval of additional investment plans in 2018. Funding for this portfolio will be committed after a second revision of the Co-delegation Agreement, and signed by the European Union (as contracting authority) and the Administrative Agent (as the organization). Co-delegates will include the three core agencies and any recipient United Nations organizations identified as implementers (see below the step by step description).

The country prioritization for each portfolio and financial needs will be presented in the 2018 and 2019 Investment Plans to be approved by the Operational Steering Committee. Approval of the first investment plan will take place in the last quarter 2017 so the programming cycle can begin as early as January 2018.

Global Platform: The UN and the EU propose to develop the Spotlight Initiative Global Platform, a virtual exchange and convening platform that would offer the combined power of a knowledge hub, a community of practice and an advocacy platform, founded in the practical experience of the Spotlight Initiative's 25+ programmes. The Global Platform will also connect and strengthen a coalition of key actors from the UN, EU, civil society, donors, private sector, practitioners, academia, and others, as well

as create direct links between local, grassroots civil society with duty bearers, moving beyond the Initiative's current stakeholders to engage the wider global community for increased decision-making power and impact on ending violence against women and girls

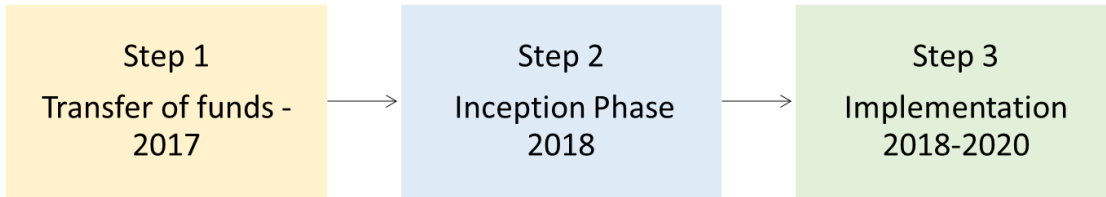## 9.1 Programming cycle step by step for the earmarked "Fair and Safe" programme

Fair and Safe is an earmarked programme, with the joint programme document approved by the European Union and not the Operational Steering Committee. Once the first tranche from the European Union has been disbursed, the Administrative Agent will transfer the first tranche to each co-delegate based on the signed memorandum of understanding, joint programme document and fund transfer request signed by the United Nations Co-chair of the Operational Steering Committee.

The programme will begin following a six-month inception phase. During this period, details of the programme will be further outlined and include: the establishment of all programme offices; hiring of the staff; conduct of a baseline survey; finalization of the M&E framework; development of the communications and visibility strategy; formulation of a concrete sustainability plan, and others. Programme staff will submit annual reports in accordance with the initiative reporting cycle described in the standard memorandum and co-delegation agreement.

Independent consultants will carry out a mid-term evaluation or when the Operational Steering Committee requests it to the Recipient UN Organizations. The mid-term evaluation will be conducted to assess whether the programme is on-track to deliver expected outputs and outcomes with respect to the timeframe and budget. It will inform management on changes in approach and/or reorientation to be made in the second half of the programme in order to improve results. The mid-term evaluation report will be submitted to the Operational Steering Committee of the initiative for a decision on the next payment tranche.

A final evaluation will be carried out for learning and impact assessment purposes, taking into consideration results achieved through various components. The evaluation report will be submitted to the Operational Steering Committee at the end of 2023, and the programme will operationally close by December 2023.

Phase I

Step 1	Step 2	Step 3
Transfer of funds - 2017	Inception Phase 2018	Implementation 2018-2020

Phase II

Step 4	Step 5	Step 6	Step 7
Mid term Evaluation 2020	Review and Approval 2021	Implementation 2021-2023	Final Evaluation Closing 2023
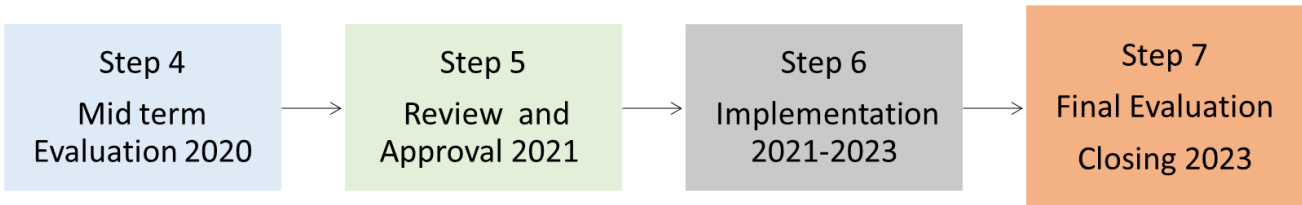
9.2 Programming cycle step by step for country and regional programmes

The programming cycles for the 2018 and 2019 portfolios are initiated once the Operational Steering Committee approves or revises the regional theories of change and/or country prioritization outlined in respective investment plans. This defines the programmatic scope, which countries are eligible for support, clarifies the maximum amount available for programming and timeframe for submission.

The Operational Steering Committee will set the criteria for country prioritization during its first meeting. On their basis, the Operational Steering Committee will prioritize the countries that will receive an allocation in 2018 and, later, those to receive an allocation in 2019. The approved list of priority countries for the 2018 portfolio will specify a maximum amount available for each country, as well as any indicative maximum allocations for regional programmes. The list of priority countries and regional programmes may be reviewed during Phase II programming in 2020, in connection with mid-term reviews.

9.2.1 Country-level programme development

Programmes are designed at country level with support from the Management and Technical Units of the Secretariat and relevant European Union technical counterparts. Once an investment plan has been approved, the United Nations Resident Coordinator and European Union delegation in each country will collaborate with the UNCT or relevant working group to define the scope of the programme, and identify

recipient organizations based on criteria defined in each investment plan.

A lead agency together with a multi-stakeholder working group (European Union delegation or member states, local authorities, civil society, etc.) will then be tasked to develop a full programme proposal with support and guidance from the Technical and Management Units. Proposals are to be submitted by the United Nations Resident Coordinator to the Secretariat within three months. Proposals will be appraised a technical team with support from relevant United Nations and European Union experts. The Technical and Management Units will revert within a month to the Resident Coordinator with an appraisal report and specific recommendations. The programme will then be finalized at the country level through multi-stakeholder consultations, and taking into consideration recommendations. The Resident Coordinator will have two months to submit a programme document for approval to the Operational Steering Committee via the Management Unit of the Secretariat. The Management Unit will review all programmes to ensure they comply with Initiative guidelines and criteria. Once a programme is approved a Country-Level Programme level Steering Committee is established to coordinate and oversee programme implementation. The Technical Unit will provide Technical Officers with country-level support, and ensure quality and coherence of activities implemented under the initiative.

9.2.2 Regional-level programme development

Regional programmes encompass more than one country and can be designed to cover a thematic pillar specific to a region rather than a single country, such as the Pacific. These programmes are likely to have smaller country envelopes and a targeted scope. Only regions/sub-regions in the pre-identified five regions can be considered, and programmes must be in line with regional themes as defined by the Operational Steering Committee, and reflected in investment plans (e.g. femicide in Latin America, or domestic and family violence in the Caribbean).

The programme will be designed at the regional level in consultation with the relevant gender advisory group or stakeholders (e.g. European Union delegation, civil society, government, etc.) from the region. Participating countries will be invited to contribute to the programme development process. The remaining programme cycle for regional programmes is similar to the one for country-level programmes in terms of timeline, technical support and review. A lead organization will take on the role of the Resident Coordinator role for a regional joint programme. Throughout programme implementation, the Technical Unit will provide country-level support to ensure technical quality and coherence of activities implemented under the initiative.

9.2.3 Mid-term review and final evaluation of country and regional programmes

All country and regional programmes for the 2018 and 2019 Investment Portfolios will be implemented in two phases. Disbursement of funds under Phase II will be contingent on a mid-term review by the Operational Steering Committee. Once the recipient United Nations organizations of a specific programme confirm to the Administrative Agent they have reached the 70 per cent disbursement threshold for the first phase, the Operational Steering Committee will request the UN Resident Coordinator/Regional Coordinator to submit a mid-term evaluation report of the programme.

Mid-term evaluations will assess whether a programme is on-track to deliver expected outputs and outcomes with respect to timeline and budget. It will apprise management on needed changes in approach and reorientation during the second half of the programme in order to improve results. The mid-term evaluation report will be overseen by the Global Technical Support Team, which prepare, the management response to the evaluation and formulates any additional recommendations as required by the Operational Steering Committee and Country-Level Steering Committee. The Operational Steering Committee may request programme revisions based on mid-term review recommendations as long as they do not significantly change the scope, objective or priorities of the pre-approved programme. The country-level Steering Committee will make necessary adjustments to the programme and the United Nations Resident Coordinator will request the release of the second tranche of payment to the Operational Steering Committee. If the budget reallocation is above the 25 per cent per budget line, the revision is submitted to the Operational Steering Committee for review. In the event of mixed performance, the Operational Steering Committee may decide on a no-cost extension. In the case of bad performance, the Operational Steering Committee may request closure of the programme.

The Operational Steering Committee will request a final evaluation for each programme for learning and impact assessment purposes. Evaluation reports will be submitted to the Operational Steering Committee by 2023 at the latest, and all programmes will be operationally closed by December 2023. The cost of the mid-term and final evaluations will be factored into each programme proposal.

Summary of the process and indicative timeline:

Phase I
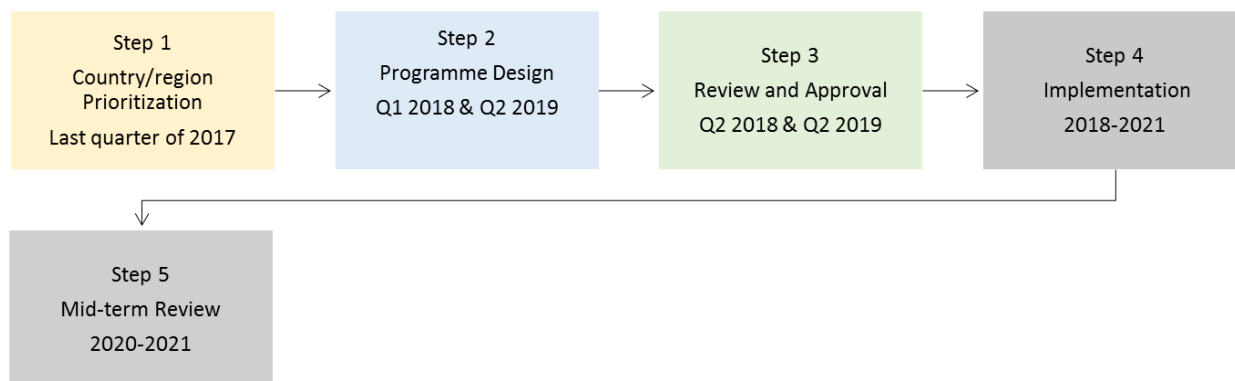
Phase II
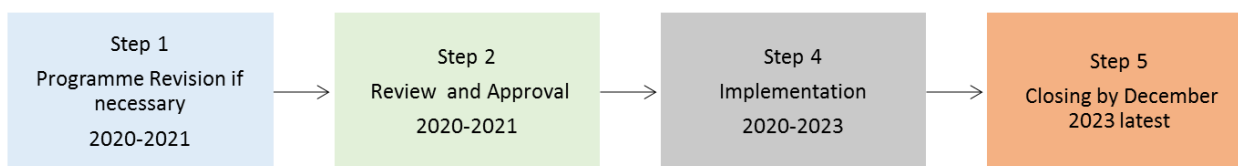
The tables below summarize the process, outlining responsibility and indicative timeline. Additional details will be provided in the Spotlight Initiative operational manual.

Table 2: Programming cycle for country and regional level programmes - Phase I

Steps	Action	Responsibility	Timeline
Step 1: 2018 Investment Plan	1. Operational Steering Committee (OSC) approves regional Theories of Change	OSC	By Dec 2017
	2. OSC approves priority countries and foreseen regional programmes	OSC	
	3. OSC approves maximum budget allocation per country and for regional programmes (and maximum total budget)	OSC	
	4. OSC launches programme submission process	OSC and Secretariat	

Step 2: Programme Design	5. Resident Coordinators and EU delegations in consultation with National Stakeholders, identify country level scope within the investment plan framework and relevant Recipient UN Organizations	Resident Coordinator/European Union delegation	Max. 5 months
	6. Identified recipient United Nations organizations start programme development	Recipient United Nations organizations	
	7. Technical Unit provides advice; and multi-stakeholders consultations are mandatory throughout the development of the programme	TECHNICAL UNIT And Country-Level Working Group	
Step 3: Review and Approval	8. Technical Unit and Management Unit reviews the programme with the relevant organizations and experts from the European Union	Technical Unit, United Nations organizations, and European Union	1 month
	9. Country level working group finalizes and the Resident Coordinator proceeds with the submission to the Operational Steering Committee through the Management Unit	United Nations Resident Coordinator	Max. 2 month
	10. The Management Unit compiles the programmes and presents to OSC	Secretariat	1 month
	11. OSC makes decision	OSC	
Step 4: Implementation	12. Country-Level Programme level Steering Committee established (for regional programme only one committee is established) to coordinate and oversee programme implementation	Country-level Steering Committee	2 years
	13. Technical Unit provides quality controls and technical assistance	Technical Unit	
	14. Recipient United Nations organizations submit periodic or annual financial and narrative progress reports	Recipient United Nations organizations	
Step 5: Mid-term Review	15. OSC requests mid-term evaluation based on 70% expected disbursement rate of Phase I	OSC	2020-2021
	16. Technical Unit and European Union experts review programme evaluation and submit recommendations to OSC and	Technical Unit and European Union experts	2 months

	Country Steering Committee		
	17a. OSC requests well performing programmes to submit a revised work plan and financial needs before approving Phase II (continue to step 1, Phase II below)	OSC	2 months
	17b. OSC requests programmes with mixed performance to submit a non-cost extension, based on a revised workplan and budget without additional financial allocation (continue to step 1, Phase II below)	OSC	2 months
	17c. OSC request not performing programmes to close (Step 4 below then applies). In case programmes are closed and additional financing under Phase II is made available, a new programming cycle may start again from Step 1 with a shorter implementation period to not affect the foreseen 2023 operational closure.	OSC	2 months

Table 3: Programming cycle for country level and regional programmes - Phase II

Steps	Action Country level programme	Responsibility	Timeline
Step 1: Programme Revision	1. Phase I programmes submit revised work plans and financial needs for Phase II	Recipient United Nations organizations	1 month
	2. Technical Unit supports programme revision/extension and submission by United Nations Resident Coordinator to the OSC via Secretariat	Technical Unit	1 month
Step 2: Review and Approval	3. Secretariat compiles requests and presents to OSC	Secretariat	2 months
	4. OSC makes decision	OSC	
Step 3: Implementation	5. Technical Unit provide quality controls	Technical Unit	2 years
	6. Recipient United Nations organizations submit annual financial and narrative progress reports	Recipient United Nations organizations	

	7. OSC approves annual reports and any major programmatic or financial revision	OSC	
Step 4: Country and Regional Closure - Step a	8. Final Programme Evaluation	Recipient United Nations organizations	2024
	9. Recipient UN Organizations all programmatic **activities at country and regional level should end by December 2023**	Recipient United Nations organizations	**Dec 2023**
	10. Final narrative Country and Regional program reports submitted to the Secretariat for consolidation	Recipient United Nations organizations	April 2024
	11. Final financial Country and Regional program reports submitted to Administrative Agent for consolidation and release of last European Union tranche of funding	Recipient United Nations organizations	June 2024
	12. Secretariat submits the final narrative report (Global, Regional and Country reports) to OSC	Secretariat	September 2024
	13. All activities of the Global program (secretariat, Global Platform + Administrative Agent) will be completed **by 15th December 2024.**	Secretariat + Administrative Agent	**15th December 2024**
Step 4: Fund Closure - Step b	14. OSC approval of reports	OSC	March 2025
	15. Financial close out of all projects by Agencies and Administrative Agent and reimbursement of Balance	AA	June 2025
	16. Final financial report and Narrative report submitted to European Union	Administrative Agent	**15th December 2025**

The same processes will apply to all investment plans implemented under the Spotlight Initiative.

9.3 Risk management strategy

The objective of a risk management strategy is to achieve initiative objectives while taking into consideration the risks and context in which it operates. Based on identified risks, the Secretariat and Technical Unit will develop a risk management strategy to accelerate implementation and increase impact; ensure interventions meet the "do no harm" principles; verify that resources are used for forecasted purposes, and improve risk management capacities of national institutions.

The risk management strategy will:

Develop shared understanding of risks faced by the Spotlight Initiative.

Define risk appetite or tolerance (risk profile).

Identify known risk and risk-holders.

Establish policies regarding identified risks (risk policies).

Determine risk treatment through measures of mitigation or adaptation (e.g. controlling risk spreading).

Establish information strategies and common messages about risks.

Every programme approved under the Spotlight Initiative shall comply with the risk management strategy. Adherence to the strategy will be determined via selection criteria used during the programme review. The risk management strategy is not a replacement for programme risk evaluation and/or management

9.4 Monitoring, evaluation and reporting

Monitoring and evaluation

Recipient United Nations Organizations are responsible for continuous monitoring and evaluation of programmes, while the Technical Unit oversees the process, providing advice on proper performance indicators and methods of data collection and analysis. The Management Unit consolidates country-level information received into a central result-based management system. This system gathers performance data at the outcome and output levels, linking program-related and financial result indicators so evaluators can better measure the efficiency and effectiveness of the Spotlight Initiative.

Result indicators will be specific to each programme. For outcomes, shared indicators will be defined in the overall or regional result frameworks as outlined in investment plans. Programme stakeholders will be obligated to report against selected outcome indicators. The evaluation of performance indicators will take external factors into account, as well as previously identified assumptions and risks in the theories of change. Recipient United Nations organizations are responsible for gathering data—a mandatory element reflected in every annual report.

External evaluations are required to assess the performance of each programmes, and will be conducted mid-term and, if necessary, at the time of programme closure. Evaluations are used to analyse programme performance, and test the global and regional theories of change of the initiative.

Mid-term and final independent evaluations will be commissioned by the Operational Steering Committee to assess the overall performance of the initiative, inclusive of its design, management, and overall performance against global objectives. During this evaluation specific recommendations may be

provided to the Operational Steering Committee to guide any revisions to the theory of change, governance arrangements, and/or programming cycles.

Appendix I

Interventions supported through the Spotlight Initiative will address the issue of VAWG by contributing, and connecting, to several SDG goals and targets within the broader framework of the 2030 Agenda. The initiative contributes to achieving gender equality and ending discrimination against women and girls, and the SDGs provide a global development roadmap for integrated and cross-sectoral planning and action.

SDG 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS

SDG Target 5.1: End all forms of discrimination against all women and girls everywhere
- **SDG Indicator 5.1.1: Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex**

SDG Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- **SDG Indicator 5.5.1: Proportion of seats held by women in national parliaments and local governments**
- **SDG Indicator 5.5.2: Proportion of women in managerial positions**

SDG Target 5.6: Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences national legislation and international agreements
- **SDG Indicator 5.6.1: Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care**
- **SDG Indicator 5.6.2: Number of countries with laws and regulations that guarantee women aged 15-49 years access to sexual and reproductive health care, information and education**

SDG Target 5.C: Adopt and strengthen sound policies and enforceable legislation for the promotion of

gender equality and the empowerment of all women and girls at all levels
- **SDG Indicator 5.C.1.: Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment**

SDG 16: PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS[40]

SDG Target 16.1: Significantly reduce all forms of violence and related death rates everywhere
- **SDG Indicator 16.1.1: Number of victims of intentional homicide per 100,000 population, by sex and age**
- **SDG Indicator 16.1.4: Proportion of population that feel safe walking alone around the area they live**

SDG Target 16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children
- **SDG Indicator 16.2.1: Proportion of children aged 1-17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month**
- **SDG Indicator 16.2.3: Proportion of young women and men aged 18-29 years who experienced sexual violence by age 18**

SDG Target 16.10: Ensure public access to information and protect fundamental **freedoms, in accordance with national legislation and international agreements**
- **SDG Indicator 16.10.1: Number of verified cases of killing, kidnapping, enforced disappearance, arbitrary detention and torture of journalists, associated media personnel, trade unionists and human rights advocates in the previous 12 months**

SDG 1: END POVERTY IN ALL ITS FORMS EVERYWHERE

SDG Target 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

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[40] The Fund would track women and girls for all SDG 16 indicators.

- **SDG Indicator 1.4.2: Proportion of total adult population with secure tenure rights to land, with legally recognized documentation and who perceive their rights to land as secure, by sex and by type of tenure**

SDG Target 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- **SDG Indicator 1.5.3: Number of countries with national and local disaster risk reduction strategies**

SDG 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

SDG Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- **SDG Indicator 13.1.2: Number of deaths, missing persons and persons affected by disaster per 100,000 people**

SDG 16: PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS

SDG Target 16.a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- **SDG Indicator 16.a.1: Existence of independent national human rights institutions in compliance with the Paris Principles**

SDG 4: ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

SDG Target 4.a: Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
- **SDG Indicator 4.a.1: Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic** hand washing **facilities (as per WASH indicator definitions)**

SDG 6: ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL

SDG Target 6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all

- **SDG Indicator 6.1.1: Proportion of population using safely managed drinking water services**

SDG Target 6.2: By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

- **SDG Indicator 6.2.1: Proportion of population using safely managed sanitation services, including a hand-washing facility with soap and water**

SDG 3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

SDG Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

- **SDG Indicator 3.8.1: Coverage of essential health services (defined as the average coverage of essential services based on tracer interventions that include reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access, among the general and the most disadvantaged population)**

SDG Target 3.c: Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

- **SDG Indicator 3.c.1: Health worker density and distribution**

SDG 8: PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

SDG Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

- **SDG Indicator 8.5.2: Unemployment rate, by sex, age and persons with disabilities**

SDG Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and
human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

- **SDG Indicator 8.7.1: Proportion and number of children aged 5-17 years engaged in child labour, by sex and age**

SDG Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

- **SDG Indicator 8.8.1: Frequency rates of fatal and nonfatal occupational injuries, by sex and migrant status**
- **SDG Indicator 8.8.2: Increase in national compliance of labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation, by sex and migrant status**

SDG 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

SDG Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

- **SDG Indicator 10.2.1: Proportion of people living below 50 per cent of median income, by age, sex and persons with disabilities**

SDG Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

- **SDG Indicator 10.3.1: Proportion of the population reporting having personally felt discriminated against or harassed within the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law**

SDG Target 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

- **SDG Indicator 10.7.2: Number of countries that have implemented well-managed migration policies**

SDG 16: PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS[41]

SDG Target 16.3: Promote the rule of law at the national and international levels and ensure equal access to
justice for all

- **SDG Indicator 16.3.1: Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms**

SDG Target 16.6: Develop effective, accountable and transparent institutions at all levels

- **SDG Indicator 16.6.2: Proportion of the population satisfied with their last experience of public services**

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[41] Women and girls will be tracked across all SDG 16 indicators.
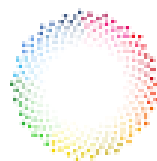
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SDG 17: STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

SDG Target 17.18: By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

- **SDG Indicator 17.18.1: Proportion of sustainable development indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics**
- **SDG Indicator 17.18.3: Number of countries with a national statistical plan that is fully funded and under implementation, by source of funding**

SDG Goal 5	Achieve Gender Equality and Empower All Women and Girls				

SDG Goal 5	Achieve Gender Equality and Empower All Women and Girls
Initiative Goal	**All women and girls, particularly those most vulnerable, live a life free of violence and harmful practices**
SDG Indicators	Key indicators: Proportion of ever-partnered women and girls aged 15 years and older subjected to physical and/or sexual violence by a current or former intimate partner, in the previous 12 months, by form of violence and by age; Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner since age 15 in the previous 12 months, by age and place of occurrence; Proportion of women aged 15-49 who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care; Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18 Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age Number of victims of human trafficking per 100,000 population by sex, age, and form of exploitation.
Critical assumptions	Links to other SDG implementation efforts that address discrimination against women and girls, and promote gender equality

Outcomes	1. Legislative and policy frameworks in line with international human rights standards on violence against women and girls and harmful practices, are in place and translated into action Degree to which legal and policy frameworks promote gender equality and non-discrimination against all women and girls, and were developed in participatory manner; Degree to which CEDAW, CRC, and UPR recommendations regarding laws and policies concerning VAWG/HP have been implemented in line with international HR standards; Proportion of countries that have laws and programmes that integrate VAW/HPs into SRH services; Laws that criminalise VAW/HP in line with international HR standards and developed in a participatory manner; Proportion of countries that have national/sub-national costed action plans and M&E frameworks on VAWG/HP; Degree to which laws and policies promote and protect the rights of most marginalized, through incorporation of principles of social inclusion and gender equality, as defined by whether: – the law and policy is developed through a multi-stakeholder, gender-responsive and participatory consultation and dialogue process; – the proposed policies and measures integrate gender-	2. National and sub-national systems and institutions enabled to plan, fund, and deliver multisectoral programmes that prevent and respond to violence against women and girls, and harmful practices, including through the implementation of the SDGs Existence of national/sub-national coordination mechanisms for addressing VAWG/HP; Existence of functioning oversight mechanisms (internal and external – civil society, parliament, etc.) (SDG 16.6.d); Percentage of national budget being allocated to the prevention and elimination of all forms of VAWG/HP (possible disaggregation by marginalized groups); Degree to which VAWG/HP is integrated in national and sectoral (i.e. health, education) development plans; Number of women's organizations with capacities to advocate for high quality strategies on EVAWG/HP, with support from the Programme; Degree to which legal system for the prosecution of perpetrators is strengthened; Degree to which national administration systems are able to capture VAWG/HP data, disaggregated by groups of women with intersecting forms of discrimination; Proportion of people who feel safe walking at night in the	3. Gender equitable social norms, attitudes and behaviors are promoted at community and individual levels to prevent violence against women and girls and harmful practices Percentage of people who think it is never justifiable for a man to beat his wife, by sex and age; Percentage of people who think it is never justifiable to subject a woman or girl to any harmful practice, by sex and age; Percentage of communities that developed advocacy platforms, to eliminate VAWG/HP, and discriminatory gender and sociocultural norms including those affecting women's and girls' sexuality and reproduction; Number of service providers (health workers, teachers and social workers) with adequate knowledge of VAWG/HP; Degree to which prevention of VAWG/HP messages are addressing the most marginalized including women and girls with disabilities, indigenous women and girls, those living with HIV, migrants, and living in poverty; Number of public information campaigns on VAWG/HP that include violence against people with disabilities and use a accessible formats, and are culturally sensitive to indigenous women and girls, to disseminate information about their rights and prevention and response services;	4. Women and girls who experience violence and harmful practices are empowered to use available, accessible, acceptable, and quality essential services including for long term recovery from violence. Percentage of women and girls who experience violence in the last 12 months who seek help from relevant authorities; Percentage of women and girls subject to violence and harmful practices that have access to SRH services, information, and education; Percentage of SRH services that integrate detection and response to VAW/HP for women and girls; Unmet need for legal aid among VAWG survivors in the poorest quintile in national consumption in the past 12 months (SDG 16.3.b); Hotline providing information on support services established; Percentage of victims/survivors of violence in the previous 12 months who reported incidence of VAWG and HP to relevant authorities or other officially recognized conflict resolution mechanisms; (Increased number of cases of violence reported to the relevant authorities); Improved system for dealing with girls as survivors of violence;	5. Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices,collected, analysed, used in line with international standards to inform laws, policies and programmes. Percentage of national statistical budget devoted to resources for collecting and analyszing data on VAWG/HP; Proportion of countries that have globally comparable data from VAWG/HP prevalence surveys; Existence of publicly available data on VAWG/HP at the country level; Degree to which national statistics related to VAWG/HP are disaggregated by sex, age, disability, location; Number of data producers and users with strengthened capacities in the collection, analysis, dissemination and use of VAWG/HP statistics
Outcome TOC	If (1) women and VAWG/HP experts are engaged in developing and implementing policies and legislation to VAWG/HP, (2) if the implementation of legislations and policies is monitored, then (3) an enabling legislative and policy environment on VAWG/HP address and other forms of discrimination is in place and translated into action, guaranteeing the rights of women and girls and their access to justice and addressing impunity of perpetrators; because (4) effectively implemented legislative and policy frameworks address impunity and provide for coordinated action, including in the areas of prevention, services and data collection; 5) laws and programmes that integrate VAW/HPs into SRH services are developed, implemented and monitored.	If (1) relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address VAWG/HP, if (2) institutions at all levels and relevant stakeholders have strengthened capacity on VAWG/HP if (3) national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent VAWG/HP and, if (4) adequate budgets are allocated, then (5) institutions will develop, coordinate and implement programmes that integrate the elimiination of VAWG/HP and other SDG targets into development planning processes, because (6) institutional change requires appropriate capacity, adequate funding as well as political engagement and leadership to sustainably address VAWG/HP.	If (1) multiple strategies such as community mobilization, key stakeholders' engagement and education strategies are carried out in an integrated and coordinated manner based on a shared understanding and approach in line with international standards and evidence on preventing VAWG/HP; then (2) favourable social norms, attitudes and behaviours will be promoted at community and individual level to prevent VAWG/HP; because (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socia-cultural norms including those affecting women's sexuality and reproduction.	If (1) service providers have the capacity to deliver essential services, including SRH services, and to prosecute perpetrators in line with international human rights standards and guidelines, (2) if these services are made available and accessible to women and girls, and if (3) women and girls are informed and empowered to exercise their rights to services (including SRHRs and access to justice); then (2) women and girls who experience violence and harmful practices will increase their use of services and recover from violence, while perpetrators will be prosecuted; because (3) underlying barriers to women and girls' access to services have been addressed (4) including in relation to gender and socio-cultural norms affecting women's sexuality and reproduction.	If (1) Measurement and methodologies for VAWG/HP data collection are improved and strengthened (including monitoring and reporting requirements for SDG target 5.2 indicators); (2) the capacity of national institutions to collect disaggregated VAWG/HP data in line with globally agreed standards is strengthened; and (3) disaggregated data (including to extent possibe on age, ethnicity, location, socio-ecomonic status, disability) are made accessible and disseminated to be used by decision makers and civil society; (4) then laws, policies and programmes will be based on evidence and better able to respond to the specific context and realities of women and girls, including those most marginalized (5) because they will be based on quality, disaggregated and globally comparable data.