Annex I b

Regional Investment Plan
Latin America and five Country Programme profiles: El Salvador, Argentina, Ecuador (new), Guatemala (stopped September 2020), Honduras and Mexico 2018-2023

Updated: September 2020

Initiated by the European Union and the United Nations:
# Contents

Executive Summary .................................................................................................................. 3

1. Context .................................................................................................................................. 5
   1.1. Thematic and Geographic Priorities for Eliminating Violence Against Women and Girls .. 5
   1.2 Public Policy Assessment and EU Policy Framework ...................................................... 6
   1.3 Stakeholder Analysis .......................................................................................................... 7
   1.4 Priority Areas for Support/Problem Analysis ................................................................. 8
      Gender Inequality in Latin America ...................................................................................... 8
      Violence Against Women and Girls in Latin America ......................................................... 9
      Femicide in Latin America .................................................................................................. 10

2. Risks and Assumptions ......................................................................................................... 16

3. Lessons Learnt, Complementarity and Cross-Cutting Issues ............................................... 21
   3.1 Lessons learnt .................................................................................................................... 21
   3.2 Complementarity, Synergy, and Donor Coordination ....................................................... 22
   3.3 Cross-Cutting Issues .......................................................................................................... 23

4. Description of Action ............................................................................................................ 26
   4.1 Objectives/Results ............................................................................................................ 26
      Global Theory of Change .................................................................................................... 26
   4.2 Intervention Logic ............................................................................................................. 26
   4.3 Regional Theory of Change ............................................................................................... 28

5. Implementation ....................................................................................................................... 42
   5.2 Communication and Visibility ........................................................................................... 46
   5.3 Monitoring and Evaluation ................................................................................................. 46
   5.4 Financial Allocation ........................................................................................................... 47

Annex I ....................................................................................................................................... 53
Annex II ....................................................................................................................................... 55
Annex III – Latin America Programme Summaries and CSO Envelope ...................................... 58
Executive Summary

The European Union (EU) and the United Nations (UN) are embarking on a new multi-year programme, called the ‘Spotlight Initiative,’ which is focused on eliminating violence against women and girls (VAWG) and harmful practices (HP). In a focused set of countries, the Spotlight Initiative will deploy targeted, large-scale investments to improve the rights of women and girls, helping them to live lives free of violence. The Spotlight Initiative will support the elimination of specific forms of violence in each region and use them as entry points to address other forms of VAWG and HP.

The Spotlight Initiative’s comprehensive theory of change derives from years of evidence and experience. Six pillars of work comprise the Initiative, which is premised on implementation of the 2030 Agenda for Sustainable Development. The Sustainable Development Goal (SDG) target 5.2 calls for the elimination of all forms of VAWG. The Spotlight Initiative also aligns with the EU Gender Action Plan, and the EU has committed an initial contribution of €500 million to the programme. Going forward, other donors and partners will be invited to broaden the Initiative’s coverage.

This document outlines the programmatic framework of the Spotlight Initiative’s investments for Latin America, starting in 2018. This investment plan guides the country programme design, which is based on the global and regional results framework and theory of change. Regional context, progress, opportunities, and gaps will inform priority areas of focus, while forthcoming country programmes will define specific actions, like clearly defined budget allocations, to be undertaken at the country level.

The Latin American regional programme will focus on eliminating femicide. As stated by the UN Economic Commission for Latin America and the Caribbean (ECLAC), on average, at least 12 women are killed daily in the region because they are women. Though the phenomenon of femicide in Latin America is complex, often intertwined with other challenges such as intimate partner violence, organized crime, trafficking, and migration, ultimately it is driven by pervasive gender inequality and discrimination. Through a comprehensive approach, the Spotlight Initiative will focus its work on eliminating femicide through six key pillars: developing and implementing relevant legislation and policies, strengthening national and sub-national institutions, preventing violence through evidence-based programmes and campaigns, ensuring the collection and use of prevalence and incidence data, establishing essential services for victims and survivors, and partnering directly with women’s movements and civil society.

The Spotlight Initiative in Latin America will focus on eliminating femicide in five countries: Argentina, El Salvador, Guatemala, Honduras, and Mexico. These countries were selected on the basis of agreed criteria including the level of femicide prevalence in country, and secondary criteria which assessed government commitment to the issue, enabling environment including for civil society, national and partner capacities, among other considerations. All countries will programme on the six pillars of Spotlight Initiative’s Theory of Change, including strengthening and implementing relevant legislations and policies, supportive institutions to be more gender responsive, preventing VAWG before it occurs, strengthening access to essential services for women and girl victims and survivors of violence, strengthening the collection and use of data on femicide and VAWG, and supporting civil society and the women’s movement. There will also be a regional programme aimed at adding

---

value, maximizing investment, and contributing to the scale, sustainability, visibility, lessons learnt and replication of programming throughout the region.
1. Context

1.1. Thematic and Geographic Priorities for Eliminating Violence Against Women and Girls

The Spotlight Initiative focuses on specific forms of VAWG in particular regions as entry points to addressing all forms of violence and their structural roots. Specific areas of action include: femicide in Latin America; domestic violence in the Pacific; family violence in the Caribbean; sexual and gender-based violence, and HP in Africa; and trafficking in human beings and sexual and economic (labor) exploitation in Asia. While these themes are focus areas, stemming from the most pervasive types of violence in a given region, they do not deny the prevalence of other forms of violence. The Spotlight Initiative’s comprehensive theory of change ensures that all women and girls benefit from adequate legislation and policies, gender responsive institutions, violence prevention programmes, essential services, comparable and reliable data, and strong women’s movements and civil society organizations. The Spotlight Initiative’s theory of change is premised on years of evidence, programming, and practice, but also aims to integrate elements of innovation to improve approaches and catalyze further change.

The Spotlight Initiative will address femicide in Latin America. Femicide is defined as the killing of females by males because they are females. Feminicide connotes not only the murder of women by men because they are women, but also indicates state responsibility for these murders whether through the commission of the actual killing, toleration of the perpetrator’s acts of violence, or omission of state responsibility to ensure the safety of its female citizens. Both terms are used in the Latin American region. As noted by ECLAC, on average, at least 12 women are killed daily in the region because they are women.

2 Family Violence is a term used interchangeably with Domestic Violence in discourse among family scholars. It covers physical, social, and emotional abuse and acts of aggression within relationships that are considered as family connections or akin to family connections. In the broader arena of global conferencing, policy-making, research, and documentation, there is inconsistency in its application, and it is not unusual to encounter double descriptors in the literature such as ‘Domestic Violence and Intimate Partner Violence.’ Gradually, researchers, scholars and legal experts have begun to accept the broader concept of Family Violence to include married couples, intimate partners whether living together or dating, and violence between parents and children. The concept further reaches into other areas of the family that were excluded from scrutiny in the past, such as sibling violence, child to parent violence, elder abuse, and violence between close relatives such as uncles and their nieces and nephews, grand-parents, and grand-children, adopted parents and adopted children, foster parents and foster children, step-parents and their step-children plus step-siblings. See Allison Gibbons, “Family Violence in the Caribbean”, (2015).

3 By definition, sexual violence is a form of gender-based violence, in this case, sexual is included in the ‘SGBV’ to emphasize addressing sexual violence in this particular context.


1.2 Public Policy Assessment and EU Policy Framework

The 2030 Agenda for Sustainable Development builds on existing international frameworks for achieving gender equality and women’s empowerment, and the elimination of VAWG/HP, 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 a critical treaty on combatting VAWG and domestic violence. It also explicitly recognizes VAWG as a human rights violation, as outlined in 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 UN Commission on the Status of Women and relevant instruments adopted by the UN General Assembly. These include: the Declaration on the Elimination of Violence against Women;\(^6\) the updated Model Strategies and Practical Measures on the Elimination of Violence against Women in the Field of Crime Prevention and Criminal Justice;\(^7\) the United Nations Model Strategies and Practical Measures on Children in the Field of Crime Prevention and Criminal Justice\(^8\) as well as the resolutions on “Taking action Elimination of Violence against gender-related killing of women and girls.”\(^9\) In Latin America, the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women, also known as the Convention of Belém do Pará, is a central and inspirational normative framework for the elimination of VAWG.

The EU strongly condemns all forms of VAWG and has identified its elimination as a priority to support women’s full realization of their human rights, as well as achievement of the Sustainable Development Goals (SDGs). Furthermore, the EU Gender Action Plan (2016-2020) identifies the elimination of VAWG, including sexual violence, trafficking, and HP, among other forms of violence, as its first pillar. In 2017, the European Commission announced focused actions dedicated to ending VAWG and identified VAWG as a key priority under its international cooperation and development policy.

Other important commitments in the region include the Global Plan of Action to strengthen the role of the health system within a national multi-sectoral response to address interpersonal VAWG and against children. The World Health Assembly approved the Global Plan of Action in 2016, as well as the Strategy and Plan of Action on strengthening the health system to address VAWG - approved also by all health ministers of the region.\(^10\)

The Spotlight Initiative will also build on, complement, and use knowledge from all relevant, past, and existing UN (including inter-agency) initiatives, EU initiatives, global funds, programmes, and campaigns ranging in scope, purpose, and size.\(^11\)

\(^6\) See General Assembly resolution 48/104.
\(^7\) See General Assembly resolution 65/228, annex.
\(^8\) See General Assembly resolution 69/194, annex.
\(^9\) See General Assembly resolutions 68/191 and 70/176.
\(^10\) LAC is the first WHO region to have a document on VAWG approved by its governing bodies.
\(^11\) In addition to those mentioned, other relevant initiatives include: UN Trust Fund to End VAW, Women’s Peace and Humanitarian Fund, Sixteen Days of Activism against Gender based violence, UN SG’s UNITE Campaign to end VAW, UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting, UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage, UN Essential Services Package and Guidelines, UN Regional Joint Programme for Asia and the Pacific Partners for Prevention (P4P): Working with Boys and Men to Prevent Gender-based Violence, United Nations Action for Cooperation Against Trafficking in Persons in Asia, “Safe Cities and Safe Public Spaces” Programme, Pacific Regional EVAW Facility Fund, Stop Rape Now - UN Action Against Sexual Violence in Conflict, Global Database on Violence Against Women, UN Inventory on Violence Against Women, Virtual Knowledge Center to end VAWG, Asia-Pacific “Know your Data” Initiative, and The Call to Action on Protection from Gender-Based Violence in Emergencies, the ILO initiative to develop an international labor standard on violence and harassment in the world of work. The aim is work through existing programmes, including joint programmes, to strengthen and complement work at country level.
1.3 Stakeholder Analysis

Numerous stakeholders’ engagement and partnership will be critical to the success of the Initiative in Latin America. These include:

- National ministries of women’s affairs
- Ministries of health
- Ministries of education, and school system organizations and institutions
- Judicial Systems (regional bodies, judicial associations, courts, judges, prosecutors, public defenders) the judiciary and forensic system operating at national and sub-national levels
- The police, and security and justice system of the executive branch
- Local authorities, local government networks and associations
- National universities and regional/sub-regional think tanks linked to research activities on VAWG including femicide / femicide
- National or federal statistical offices; Statistical Conference of Americas (Security Group, Gender Group and SDGs Group) with representatives of the National/Departments of Statistics Offices of Member States and specialized groups such as Justice System Working Group and the International Classification of Crimes for Statistical Purposes' Technical Advisory Group where indicators and international standards are developed
- National mass media and digital media outlets especially social media; investigative journalists at local and regional levels, as well as prominent media personalities
- Authorities, service providers and decision makers as part of the child protection system
- The Security Committees of regional and sub-regional organizations such as SIC A, Mercosur, as well as their respective gender committees
- Regional Intergovernmental Forums (CIM/OAS), The Inter-American Commission of Women as a Regional Conference with representation of 34 states with the follow-up mechanism for the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women, adopted in Belém do Pará, Brazil (MESCVI)
- Regional, (e.g. PARLATINO) sub-regional (e.g. PARLACEN) parliamentary committees for gender equality and for security
- United Nations System in country and at the regional level, including different UN entities and commissions, especially UNDP, UNFPA, UN Women, UNICEF, IOM, WHO/PAHO, UNODC, OACNUDH, ACNUR, OIM, UNESCO, ILO, OHCHR, and ECLAC.
- Civil society including those groups that promote the rights of youth, indigenous and afro-descendant peoples’ organizations, women and girls with disabilities, movement of women victims, survivors, and families of VAWG
- Civil society associated with health and education
- Citizen security/violence and VAW regional and national observatories
- Private sector (networks of companies by sector transportation, tourism, technologies, among others).
1.4 Priority Areas for Support/Problem Analysis

**Gender Inequality in Latin America**

Efforts to address VAWG cannot be successful in isolation. They must consider the root causes of violence that stem from gender inequality, which is exacerbated by economic, social, and cultural inequalities woven into the structure of society. Achieving and sustaining an end to VAWG means eliminating, also, the structural barriers facing women and girls. It means addressing systemic and persistent gender inequality throughout the region. It is therefore important to integrate actions, to the extent possible, across initiatives and programmes aimed at sustaining peace and ending systemic violence.

In the Latin America region significant progress has been made in terms of formal recognition of women’s rights through adoption of international and inter-American level commitments. These include: The Convention on the Elimination of All Forms of Discrimination against Women; the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (Belém do Pará Convention); and the recognition of equality at the constitutional level as well as laws and public policies on women’s rights and gender equality. The region has also witnessed many efforts to develop stand-alone laws for the elimination of VAWG.

While strong social justice movements in the region have supported women’s rights, much more needs to be done to assure the protection and equality of women and girls. For instance, more women than ever have joined the labor market and increased their earning power, equaled or surpassed men in educational attainment, increased their participation in political office, and improved their access to social protection. Yet, women and girls from marginalized populations are often among those most left behind, or unable to participate in these gains. For them, socioeconomic, geographic, ethnic, and racial inequalities intersect with and exacerbate gender inequality. And despite some remarkable advances over the last two decades, women’s physical, sexual, economic, and psychological security have not been guaranteed.

The region is also witnessing an increase in conservatism, including from religious quarters, and a backlash against women’s rights and gender equality. This is apparent in the lack of female candidates likely to win in the next round of presidential elections, set to take place soon across the region. This signifies a major shift considering that less than ten years ago, women led the countries of Argentina, Brazil, Chile, and Costa Rica – countries that comprise 40 percent of the region’s population. Experts suggest a rise in conservative politics, entrenched sexism, and a return to more traditional gender roles will impact forthcoming elections.

This conservative tide also manifests in reactions against comprehensive sexuality education, sexual diversity, access to emergency contraception, abortion, or laws on VAWG and gender-based violence (GBV). It is seen in campaigns against what is termed “gender ideology.” The trend not only affects VAWG/GBV laws, as seen in Paraguay where the word gender was eliminated from a piece of legislation, but other human rights issues affecting

---

15 According to the Small Arms Survey, 25 countries with the highest rates of femicide in the world, 14 are from Latin America and the Caribbean.
women and girls. Such patterns are also occurring in other regions, where VAWG is ostensibly used to maintain patriarchal values and the status quo, particularly in contexts where women are gaining financial independence and access to education, for starters.17

Violence Against Women and Girls in Latin America

The World Health Organization (WHO) estimates that in the Latin America and Caribbean18 region, 27-40 percent of women have experienced violence at the hands of their partners. These estimates on domestic violence, which include figures for adolescent girls aged 15 and above, demonstrate the magnitude of VAWG in the region. While data is limited on violence against girls and adolescent girls under the age of 15, they too face a significant risk of sexual violence, with some statistics indicating that approximately 1.1 million adolescent girls having experienced sexual abuse.19

In Latin America, citizen insecurity threatens human rights and sustainable development, and contributes to VAWG.20 High levels of citizen insecurity that increase VAWG, also link to new and increasing forms of social violence and criminality, like cartels and maras. Women in border areas, women migrants, and women living in areas controlled by criminal activity are most vulnerable. Certain geographical areas, including the Northern Triangle, as well as within certain areas in Mexico, Brazil, and Argentina; and particular groups, such as indigenous women and girls, afro-descendent women and girls, and young women between ages of 15-30, for example, are more vulnerable to this type of violence. The absence of the state in many contexts where social violence and criminality exist enables the pervasive impunity of crime, perpetuating and worsening VAWG and femicide.

Recognition of the problem has improved, but urgent progress is needed. Over the years, the region’s governments have begun to address VAWG, passing legislation and devising plans and programmes to eliminate it. The Belém do Pará Convention, as a binding instrument, has been key to the drafting of legislation in the region. These existing laws have led to the development and launch of national action plans aimed at implementing and operationalizing the normative frameworks. This strengthened legislative and policy architecture across the region has represented a paradigm shift that is changing the way VAWG is viewed and approached. It has challenged the notion that VAWG is a private issue, and it has initiated reforms related to legislation, the judiciary, and social norms. The efforts in Latin America are also influencing how other regions respond to VAWG.

Despite these achievements, legal frameworks to address VAWG in the region vary considerably. While most countries have first generation laws that recognize the rights of the victim in the family/private sphere, only 10 countries in Latin America have second generation laws that recognize VAWG in the public and private spheres. Laws lack connection to other forms of violence stemming from social, political, medical, and economic inequities of women and girls. Often, for a variety of reasons, the laws that do exist are not implemented.

---

18 The Caribbean will have its own investment plan and programming sub-regional theme i.e. family violence, and funding source, however for description of contextual analysis and given that Caribbean is often grouped with Latin America including for statistics, it is mentioned here.
19 Available at https://www.unicef.org/lac/Full_LR(1).pdf.
20 It’s important to link femicide to social violence including gangs, enforced disappearances, and new forms of criminality (cartels, maras, etc.). It’s also key to highlight the absence of State in these places and how these other groups are taking profit of this to increase insecurity and VAW. In Latin America and the Caribbean, homicides are double the world average, and in some areas are five times that figure. See SMS, “Public Security in the Americas: Challenges and Opportunities”, (Washington, DC: Organization of American States, 2008), Secretariat for Multi-Dimensional Security. Available at http://www.oas.org/dsp/documentos/Observatorio/FINAL.pdf.
Femicide in Latin America

Data and Femicide: A Problem Illuminating a Problem

As with all forms of VAWG, femicides, including those connected to sexual violence, are significantly underreported, undetected or not properly classified by authorities. Because of the challenges that remain around data collection and analysis on femicide, its prevalence in each country remains unclear. This is particularly true for those murders that occur outside of intimate partner relationships and the family.

The lack of data also complicates regional or sub-regional comparisons. Current metrics measure and track homicide data disaggregated by males and females, without undertaking further analysis. Without an additional register of variables such as gender of the perpetrator and relationship between the victim and the perpetrator, the data fail to record the gender-bias dimension of offences and impedes the correct measurement of VAWG. This information gap makes it difficult to address femicide from a continuum of violence perspective.

However, there are initiatives on which to build. An increasing number of studies on citizen security are trying to quantify femicide, which can help measure progress over time. In addition, at least 21 countries estimate (though the data is not comparable) intimate partner violence and/or sexual violence by non-partners, which helps tell part of the story as it relates to the size, scope, and trends of VAWG. Data (albeit inadequate) on women’s disappearances, which links to femicide, can also facilitate understanding of the problem in region. Mexico, for instance has a major gender and disappearances crisis. More than 3,174 have disappeared (70 percent of them minors between 10 and 17 years old) in 2017. The federal government has instituted Gender Alerts in almost 17 states along with strategies to hasten searches for missing women and girls. The current femicide statistics are likely underestimated if the number of disappeared women and girls is taken into consideration.

Experts also suggest that there is great potential in utilizing existing administrative data to address some of the data gaps. Gender disaggregation of data from criminal justice systems could produce comparable statistics on gender-based crimes as well as on persons arrested, convicted, and sanctioned for these crimes. This would enable criminal justice systems to better monitor and respond to gender-based crime. Gender disaggregated data (for example, information on whether there was a gender motivation in the offence), sheds light on otherwise ignored situational context that can inform femicide prevention policies.

Though comparative data on the issue are scarce and exact figures unknown, some estimates do reveal the magnitude of the problem. Looking across the reported numbers and information available, the countries of Honduras, El Salvador, Guatemala, Dominican Republic, Panama, Mexico, Argentina, Peru, Colombia, Brazil, Ecuador, Paraguay and Uruguay appear to have high rates of femicide. Here is what the data do indicate:

---

21 UNDP has developed comparative femicide data for Guatemala, Honduras, El Salvador, Costa Rica, Nicaragua, Panama and Dominican Republic.

22 For example, the first ever regional comparison of estimates of different forms of violence published in 2012 demonstrated that Andean countries have the highest levels of intimate partner violence in the region and not Central America as previously thought. See Pan American Health Organization, “Violence against women in LAC: A comparative analysis of population-data for 12 countries” (2012).


24 For this list we have compared the two sources previously cited to see which countries appear in both with high rates.

25 Social violence and GBV is cause and consequence of the high level of migration seen in the region. Women and girls face high levels of GBV in the community including rape, assault, extortion, and threats by armed criminal groups. In a study carried out by UNHCR, 64 percent of women interviewed cited targeted threats or attacks as one of their primary motivations for leaving their communities. In another UNHCR study, 48 percent of the displaced children interviewed for this study shared experiences of how they had been personally affected by the augmented violence in the region by organized armed criminal actors, including drug cartels and gangs or by State actors. In 2012-2014, 1,073
• In the Central American sub-region, two out of three women are murdered because they are women.\textsuperscript{26}
• Recent studies in Brazil estimate that a woman is killed by her intimate partner every six hours.\textsuperscript{27}
• Femicides exist mainly due to a sustained culture of gender inequality and discrimination.
• Based on data from the ECLAC Gender Observatory, which does not include data from all countries in the LAC region, Honduras is the country in the region with the highest total number of femicides (531 in 2014), reaching a rate of 13.3 femicides per 100,000 women.
• Argentina and Guatemala are in second and third place in terms of absolute number of femicides, with more than 200 murders of women in each country in 2014.
• El Salvador and the Dominican Republic have the highest femicide rates regionally.\textsuperscript{28}
• Though Mexico and Brazil do not report femicide data to the ECLAC Gender Observatory, they do collect data on female homicides, with Mexico reporting 2,813 female homicides in 2015\textsuperscript{29} and Brazil reporting 4,621 female homicides in 2016,\textsuperscript{30} data that show a significant increase in the number of femicides in the region.

\textit{Laws and Links of Femicide}

Gender inequality and discrimination beget femicide in Latin America. A complex and situational phenomena, femicide intertwines with intimate partner violence; disappearances and organized crime, particularly trafficking of people and drugs; and discrimination as it relates to, for example, afro descendants and indigenous women. The response to femicide in the region, therefore, must also consider and address these broader challenges to the security of women and girls, and discrimination against marginalized women and girls.

According to the Gender Equality Observatory, between 2010 and 2015, the number of countries in Latin America and the Caribbean that criminalized femicide increased from four to 16. Femicide is a term that indicates state responsibility for women’s murders. However, some countries have developed restrictive definitions of femicide. For instance, it occurs only with an intimate partner, and how the crime has been typified varies considerably from country to country. This restricts the scope of action and significantly undermines efforts to end impunity.

\textsuperscript{26}Nuevas Expresiones de Criminalidad contra las Mujeres en América Latina y el Caribe: Un Desafío 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.
\textsuperscript{28}Available at https://oig.cepal.org/en/indicators/femicide-or-feminicide.
\textsuperscript{29}INEGI, “Estadísticas de mortalidad. Defunciones por homicidio”, Female homicide victim, (2016).
In the Latin America region, femicides are not isolated incidents. The murders occur within a continuum of violence connected by sexual, intimate partner, and societal violence that disproportionately affects marginalized women and girls. This continuum of violence derives from a culture of gender inequality where masculine domination, and male control over women’s lives and bodies prevails. This drives femicide.

It is therefore important to highlight the strong links between femicide and other forms of violence, and discrimination against women and girls, especially intimate partner violence. Many women are killed at the hands of someone they know, whether husband/partner or family member. A recent assessment shows that worldwide, as many as 38 percent of murdered women were killed by her partner or ex-partner, in contrast to six percent of men. This issue affects women and girls throughout their lives, with data showing girls as young as seven years old as femicide victims (Colombia, December 2016).

31 Costa Rica was an early starter in the adoption of legislation, but it was unable to pass a comprehensive law. It does have, comparatively, lower levels of impunity and keeps a good registry of femicides using the Belem Dó Pará definition.
32 This is currently in the process of approval and has been problematic for example in relation to the issue of sexual violence.
33 This includes most recent analysis of legislation status.
35 It is critical that not only the continuum of violence against women and girls be considered, but also the very real fact that femicide in Latin America is not only confined to adult women, or adolescent girls over the age of 15 as reflected in standard indicators. Killings of girls and
Some countries in the region, like Honduras, have among the highest homicide rates in the world, including rates for countries officially at war. Violence related to organized crime and drug related activities contribute to the extreme manifestations of VAWG, with women’s and girls’ bodies and lives used as weapons and as vehicles of conflict. According to statistics, 50 percent of the 854 women killed in Guatemala in 2015 were murdered as a direct result of organized crime. While most gang-related deaths are male, one of the fundamental threats to women is that they are considered the property of gang members. Maras are a gang member’s true “family,” while relatives are gang “property.” In disputes between gangs, women are caught in the crossfire, with children, girlfriends, sisters, and mothers targeted by rival gangs. In many cases, female relatives of imprisoned Mara men make easy targets for revenge killings, as the incarcerated are unable to protect them.

Cases of sexual exploitation might account for 91 or 92 percent of the cases, but human trafficking can also lead to femicide. Widespread impunity in human trafficking cases, fear of denouncing crimes, and the huge profitability of the market — up to $320 million a year in the region alone, — leads to the victimization of women. Women and girls are also increasingly victimized by other variations of the crime, including a lucrative and often deadly illegal organ trafficking industry and migrant smuggling. Other challenges related to migration include the situation in some border cities, such as the those situated along the Latin American and US migration route that has become known as the “Femicide Machine.” Here, there is an apparatus and a culture that enables the killing of dozens of women with impunity and institutions that justify and normalize this violence. Cuidad Juarez in Mexico is perhaps the most extreme example of how women and girls become victims because of a complex confluence of economics, politics, crime, and discrimination.

VAWG, including femicide, also has serious financial implications. Femicide costs .31 percent of Latin America’s gross domestic product (GDP). Other estimations show that domestic violence represents the loss of 4.2 percent of GDP in Colombia; 2 percent in Chile and 1.6 percent in Nicaragua. In the case of Mexico, the cost of VAW, girls and adolescents was estimated at 1.4 percent of GDP. These estimations are based on the monetary losses of victims and aggressors. They include administrative, judicial and transportation expenses; and the cost for national health services.

With regard to VAWG and femicide, states are not meeting their responsibility to act with due diligence. Due diligence includes the States’ obligation to make simple, expedited, suitable and impartial judicial resources available in a non-discriminatory manner to allow for the investigation, sanctioning and a comprehensive reparation of such acts, as well as the prevention of impunity. As long as governments tolerate impunity for VAWG, so too will society. The Inter-American Court of Human Rights (IACHR) has emphasized in several cases that adolescent girls due to gender-based violence, whether legally typified as femicide due to age bias, should be more clearly acknowledged and addressed.

36 See Guatemala’s Attorney General Thelma Aldana interview with InSight Crime (11/02-2016).
37 A border city between Mexico and the USA with an American sector of oil fields, natural gas, wind, and solar ventures, first class US military bases and installations. On the Mexican side a rapid unequal development with formal/informal, legal, and illegal economies that generated mass migration, poverty, and exploitation as well as profound marginalization. Women became the casualties of this complex reality.
41 The International Commission against Impunity in Guatemala (CICIG) reports a 98 percent impunity rate related to femicide and 99 percent related to other forms of violence against women (2015). 1,742 femicides and violent deaths against women, and 58,677 cases of violence against women were denounced to the Public Prosecutor in 2015. In Honduras (2011) the Domestic Violence Department of the General Prosecutor Office received 9,912 complaints of which only 17.5 percent (1,746) were sentenced in the Family Courts.
regarding gender violence, in any of its modalities, that “the impunity of the crimes committed sends the message that VAWG is tolerated, which favors its perpetuation and social acceptance of the phenomenon, the feeling and sense of insecurity amongst women, as well as their persistent distrust in the criminal justice system.”

**The data are telling.** The International Commission against Impunity in Guatemala (CICIG) reports a 98 percent impunity rate related to femicide and 99 percent related to other forms of VAWG. In Guatemala, 1,742 femicides and violent women’s deaths, and 58,677 cases of VAW were denounced to the Public Prosecutor, in 2015. In Honduras (2011) the Domestic Violence Department of the General Prosecutor Office received 9,912 complaints of which only 17.6 percent (1,746) were sentenced in Family Courts. Regarding other types of VAWG, like human trafficking, globally across 184 countries, there were more than 110,000 cases and more than 500,000 victims. From those cases, 217,000 people were trafficked (alive) in Latin America, and 80 percent of them were women or girls. Also, it is important to recognize that not all cases finish in a judicial condemn; for the region, just 6.017 judgments were made on human trafficking. Overall, the justice system is confronted with the weak application of laws, unresponsive institutions, and a lack of political will.

Justice systems also face the challenge of ensuring equal access to justice and delivering it in a fair, effective and child/gender sensitive manner. Access to justice for girls and women requires that acts of VAWG are properly defined as legal offences, and that appropriate child/gender procedures for investigations, prosecutions, and access to effective remedies and reparation are adopted and implemented.

**Furthermore, there are significant gaps in oversight and accountability mechanisms as well as in the capacity of those responsible for responding to femicides and VAWG.** In Latin America, this manifests as attacks on law-enforcement officials and rights advocates seeking justice for women and girls, and the failure of police and justice professionals to assure the victim’s safety. In some contexts, detention locations are inaccessible or located in areas controlled by organized crime and armed groups. Institutional weakness couple with the challenge of enacting justice in the face of organized and heavily armed crime, leads to impunity for cases related to VAWG and femicides, as well as a lack of respect for the rule of law, corruption, and the overall poor administration of justice.

This reality, combined with inadequate risk assessment, safety planning, and essential services provision, including where the detection of abuse is possible, leads to the exploitation, mistreatment, and murder of women and girls. The overall outcome is a “normalization of VAWG,” that engrains societal acceptance of violent masculinity, prejudiced justice officials and police, and attitudes that perpetuate the inequality and jeopardize the human rights of women and girls.

---

41 See IACHR, “Case of González et al. (Cotton Field) v. Mexico”, Preliminary Objection, Merits, Reparations, and Costs, (Judgment of November 16, 2009), pára. 400.
44 See USA, State Department. Available at [https://mx.usembassy.gov/es/nuestra-relacion/reportes-oficiales/reporte-sobre-trafico-de-personas/](https://mx.usembassy.gov/es/nuestra-relacion/reportes-oficiales/reporte-sobre-trafico-de-personas/)
## 2. Risks and Assumptions

The Spotlight Initiative’s risks and assumptions, as well as mitigating measures, are listed in the table 2 below. Risk management supports delivery on the Spotlight’s strategic objectives, given the risk context in which the funds operate.

### Table 2 – Risk Matrix

<table>
<thead>
<tr>
<th>Risks</th>
<th>Risk Level:</th>
<th>Likelihood:</th>
<th>Impact:</th>
<th>Mitigating measures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very high</td>
<td>Almost Certain - 5</td>
<td>Extreme – 5</td>
<td>✓ Strengthen regional mechanisms to enhance implementation of Belem Do Pará convention.</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>Likely - 4</td>
<td>Major - 4</td>
<td>✓ Strengthen justice systems to prevent and effectively respond to violence against girls and women.</td>
</tr>
<tr>
<td></td>
<td>Medium</td>
<td>Possible - 3</td>
<td>Moderate - 3</td>
<td>✓ Consistent engagement with civil society, support actors in the development/review of national legislation on femicide.</td>
</tr>
<tr>
<td></td>
<td>Low</td>
<td>Unlikely - 2</td>
<td>Minor - 2</td>
<td>✓ National plans replicated at local level with highest incidence of femicide.</td>
</tr>
<tr>
<td></td>
<td>(Likelihood x Impact)</td>
<td>Rare – 1</td>
<td>Insignificant - 1</td>
<td>✓ Ensure relevant clauses and stipulations for girls who are at risk of – or victims of - femicide, children (both boys and girls) of victims of femicide, indigenous and afro-descendent women and girls</td>
</tr>
<tr>
<td>Inadequate policy/legal framework</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Moderate (3)</td>
<td>✓ Close and regular political contacts with Latin American governments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓ Increase policy dialogue on gender issues, child/adolescent rights</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓ Strengthen mobilization and advocacy of women’s movements</td>
</tr>
<tr>
<td>Political changes in Latin American countries jeopardize the policy focus on VAWG</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Moderate (3)</td>
<td>✓ Support networks of human rights defenders and journalists.</td>
</tr>
<tr>
<td>Militarism and authoritarian trends</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Major (4)</td>
<td>✓ Work with security related and community based organizations on early warning systems and increased efforts at protecting human rights defenders</td>
</tr>
<tr>
<td>Organized crime and highly violent environments with presence of gangs and other irregular armed groups</td>
<td>High</td>
<td>Likely (4)</td>
<td>Moderate (3)</td>
<td>✓ Undertake studies to better understand the links of femicide with organized crime, migration, disappearances and overall citizen insecurity</td>
</tr>
<tr>
<td>Anti-rights environment</td>
<td>High</td>
<td>Possible (3)</td>
<td>Major (4)</td>
<td>✓ Continue to support, through campaigns, community mobilization,</td>
</tr>
<tr>
<td><strong>Programmatic risks</strong></td>
<td><strong>Risk</strong></td>
<td><strong>Likelihood</strong></td>
<td><strong>Impact</strong></td>
<td><strong>Countermeasures</strong></td>
</tr>
<tr>
<td>-----------------------</td>
<td>----------</td>
<td>---------------</td>
<td>------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>National partners have limited capacities to apply knowledge</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
<td>✓ Develop accompanying capacity development strategies through direct participation of civil society and all national partners</td>
</tr>
<tr>
<td>Fund allocation not aligned to strategic objectives and/or poorly prioritized fund allocations</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
<td>✓ Engage with the Governments in the programming countries in the Political Compact ensuring that the programme allocations are fully aligned</td>
</tr>
<tr>
<td>Country Programmes are not fully funded to achieve all deliverables due to the lack of required resources (resources additional to the EU envelopes)</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Moderate (3)</td>
<td>✓ Resource mobilization strategies to attract resources for the Spotlight Country Programmes at the country level are developed and implemented ✓ The UN Resident Coordinators work with the Development Partners in country to mobilize additional resources, including Government cost-sharing</td>
</tr>
<tr>
<td>Lack of time and multiple decision-making processes</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
<td>✓ Explore ways to streamline decision-making processes, and plan in advance to avoid major bottlenecks and delays</td>
</tr>
<tr>
<td>Funding and services not available after Initiative ends due to lack of resources</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Major (4)</td>
<td>✓ In collaboration with government develop a feasible financing strategy with conditions that secure a financial sustainability plan from the outset – ensuring ownership through civil society’s engagement throughout</td>
</tr>
<tr>
<td>Acquired capacity and knowledge not translated in transformative action</td>
<td>High</td>
<td>Possible (3)</td>
<td>Major (4)</td>
<td>✓ Undertake assessment to understand why knowledge is not translated into action and work closely with national stakeholders to address them</td>
</tr>
<tr>
<td>General lack of access to modern technologies reduce the scope for information sharing, incl. data availability and use</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
<td>✓ Discuss all possible options with government authorities from the outset of the programme to ensure alternative data collection and dissemination in the case that technologies will not be available, and forecast these needs from the start of the Initiative in order to try to acquire necessary technologies from the outset</td>
</tr>
<tr>
<td>Lack of technical and financial resources including to improve service delivery</td>
<td>Medium</td>
<td>Unlikely (3)</td>
<td>Major (4)</td>
<td>✓ Diversify funding sources to fill cost gaps; ensure financing and sustainability strategy from outset</td>
</tr>
<tr>
<td>Poor quality of Delivery</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
<td>✓ Adopt clear quality standards for country programmes’ activities and deliverables. ✓ Undertake regular monitoring</td>
</tr>
</tbody>
</table>
In cases of the performance limitations, give further training to meet agreed standards of performance.

- Report quality of delivery to the Country Steering Committees and to the Operational Steering Committee.

### Institutional risks

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weakened civil society</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Major (4)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Ensure regional safe spaces to enhance capacities and support actions; ✓ Strengthen support to local women and grassroot organizations; ✓ Support adolescent networks to participate in broader gender and violence prevention strategies</td>
</tr>
<tr>
<td>Fiscal space and austerity policies</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Moderate (3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Develop public/private strategies; ✓ Apply methodologies for Financing of Gender Equality and gender budgeting that also include attention to age and cultural relevance ✓ Support strong costing methodologies for VAWG work including to make the case for investment on gender equality and addressing VAWG</td>
</tr>
<tr>
<td>Limited availability of data and limited capacities of state institutions to develop and analyze data</td>
<td>Medium</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Adopt common classifications and indicators to enable cross reference; ✓ Ensure adequate disaggregation to identify age and culturally specific, and other profiles such as disability, and other at-risk groups ✓ Develop tool kits (indicator sets, protocols to coordinate the generation of information, map out actors, etc.) ✓ Roll out capacity development for authorities</td>
</tr>
<tr>
<td>The high turnover rate of officials in Latin American Governments that may delay the implementation of the initiative</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Close policy dialogue at regional and national level, directly supported by the Delegations</td>
</tr>
<tr>
<td>Weak, fragmented and low capacity of institutions</td>
<td>Low</td>
<td>Unlikely (2)</td>
<td>Minor (2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Creation of capacity enhancement strategies, ad hoc and more agile coordination mechanisms and development of “combos” to prioritize actions accelerating actions ✓ Protocols address VAWG, protection of rights and prosecution of femicides, among others. ✓ Convene of VAW-VAC committees/mechanisms to ensure persistent divides do not continue and that integrated, joint and inter-</td>
</tr>
</tbody>
</table>
institutional responses developed, implemented and monitored.
- Design improved models of integrated and comprehensive responses at national and sub-national levels as well as costing and financing approaches
- Advocate for implementation of the Latin American Model of Protocol for the investigation of gender-related killings of femicide.

**Fiduciary risks**

<table>
<thead>
<tr>
<th>Fiduciary risk</th>
<th>Likelihood</th>
<th>Occurrence</th>
<th>Frequency</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disbursements of resources to small stakeholders (CSOs) and national partners have the potential to provide incentives for diversionary activities.</td>
<td>Low</td>
<td>Rare (1)</td>
<td>Minor (2)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Funding to the grass-roots level CSOs under Pillar 6 will be operationalized through the UN Trust Fund to End Violence against Women, which will be used to channel the resources to grass-root level CSOs, based on the open and transparent process.</td>
</tr>
</tbody>
</table>

**Assumptions:**
- No major change in the political situation in the region will effect Spotlight implementation
- The Spotlight Initiative has significant political and administrative support, which facilitates the involvement and commitment of Latin American Governments despite the turnover of officials
- There is significant national commitment including through dedication of domestic resources to ensure sustainability and long term impact of the programme and overall efforts
- There is significant national commitment to the promotion of gender equality and women’s and girls’ empowerment

Risk-management methodology is depicted below, where the risk level is measured as the product of Likelihood and Consequence.

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Occurrence</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Likely</td>
<td>The event is expected to occur in most circumstances</td>
<td>Twice a month or more frequently</td>
</tr>
<tr>
<td>Likely</td>
<td>The event will probably occur in most circumstances</td>
<td>Once every two months or more frequently</td>
</tr>
<tr>
<td>Possibly</td>
<td>The event might occur at some time</td>
<td>Once a year or more frequently</td>
</tr>
<tr>
<td>Unlikely</td>
<td>The event could occur at some time</td>
<td>Once every three years or more frequently</td>
</tr>
<tr>
<td>Rare</td>
<td>The event may occur in exceptional circumstances</td>
<td>Once every seven years or more frequently</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extreme</td>
<td>An event leading to massive or irreparable damage or disruption</td>
</tr>
<tr>
<td>Major</td>
<td>An event leading to critical damage or disruption</td>
</tr>
<tr>
<td>Moderate</td>
<td>An event leading to serious damage or disruption</td>
</tr>
<tr>
<td>Minor</td>
<td>An event leading to some degree of damage or disruption</td>
</tr>
<tr>
<td>Insignificant</td>
<td>An event leading to limited damage or disruption</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of risk</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.</td>
</tr>
<tr>
<td>High</td>
<td>Immediate action required by senior executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.</td>
</tr>
<tr>
<td>Medium</td>
<td>Senior Management attention required. Mitigation activities/treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.</td>
</tr>
<tr>
<td>Low</td>
<td>Management attention required. Specific ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.</td>
</tr>
</tbody>
</table>
3. Lessons Learnt, Complementarity and Cross-Cutting Issues

3.1 Lessons learnt

The laws aimed at eliminating VAWG are not fully implemented, and with regard to girls under the age of 18, many of those legal and policy frameworks rarely include them. The Beijing +20 review illuminates the problem, showing how inadequate implementation of laws and commitments, due in part to inadequate funding, continues to be one of the most significant gaps in the region. Evidence shows that implementation of VAWG laws and policies have several major challenges that are common across most countries: They include:

- The limited capacities and generally lower status of national governmental institutions responsible for the advancement of women, which oversee developing and coordinating policy implementation, makes it difficult for them to coordinate action across state institutions, and ensure proper ownership and effective resourcing and monitoring. This problem is particularly acute in justice and security institutions. A notable drawback is that VAWG action and response is not usually integrated into broader citizen security policies.

- Limited political will, reflected primarily in the inadequate allocation of resources to policy implementation. In addition, governments leave VAWG outside of the core state policies, treating it as an isolated, sectoral issue.

- The poor continuity of policy implementation due to high institutional staff turnover; lack of secured institutional budgets to undertake action; and insufficient plans of action when many actors engage.

- Missing, limited and incomparable data that hinders efforts to: measure the prevalence of VAWG; understand the problem; and develop evidence-based policy. Financing of data is also an issue, as specialized surveys can be costly. Further, VAWG data collection is often not integrated into the plans and priorities of national statistical offices, and methods of data collection and analysis for femicide are not systematic within and across regions.

- A culture of patriarchy and systemic gender bias pervade institutions and policy practices, thus compromising the states’ obligations to act with due diligence while addressing VAWG, including femicide, its most serious manifestation. Society at large accepts the partiality of police and justice operators, reinforcing the idea that violence is acceptable.

- Half the countries in the region lack holistic, comprehensive social policies to eliminate VAWG (second generation policies). Instead, they focus on criminalizing behaviors (which is essential but not sufficient) instead of looking to prevent violence and aid victim recovery. This contributes to the continuum of violence that begets VAWG and femicide.

---

49 Key to note the much-needed building of capabilities of the Women Machineries as outlined in a recent publication by UN Women/UNDP on VAW Action Plans, and UN Women about women machineries.
50 Twenty-two countries in the region have nationally representative estimates, and many countries have successfully included VAW modules within larger surveys focused on women’s health and this has enabled them to have repeat surveys (ex: Colombia).
In most cases, tracking the implementation of national action plans as well as undertaking policy costing exercises is hindered by the lack of information on: a general budget; funding; and allocations from different state institutions, including funding devoted to national institutions or platforms for the advancement of women. Similarly, there are insufficient data on the disaggregation of funding earmarked for the prevention and punishment of VAWG.52

While the issues of violence against women and violence against girls share similarities, root causes and common pathways, the realities and needs of women and girls at various stages of their lives differ, and so should the responses and programmes that support them. This is especially important in assuring that girls are not left behind, particularly adolescent girls, who are missed by child protection services, justice systems, and VAWG responses oriented towards adults. Responses and prevention measures for VAWG must be tailored to address the specific needs and experiences of women and girls of all ages.

Another lesson to consider is how women’s political participation, particularly among parliamentarians, drives changes in law. Argentina, the Bolivarian Republic of Venezuela, Guatemala, Mexico, and the Plurinational State of Bolivia are countries with comprehensive legislation on VAWG that have higher proportions of women in the national legislature. Women have leveraged their positions to address violence and push for a gender agenda, and this shows one of the many the benefits of supporting women’s participation in the highest levels of government and policymaking.

3.2 Complementarity, Synergy, and Donor Coordination

The Spotlight Initiative will build on the extensive expertise and experience in the region addressing VAWG and femicide. It will draw on lessons learned and sound national and regional, government and non-governmental experiences; as well as the momentum towards addressing VAWG and femicide as part of a continuum of violence; and on work related to citizen security and organized crime.

The Spotlight Initiative will place partnership with national governments at the core of its work. The Initiative will support relevant state institutions, including in the legislature and the judiciary, in addressing gaps, and building on national advances in terms of legislation; data collection and dissemination; inter-institutional operation; and policy monitoring and implementation. The Initiative will also feature the pioneering work of civil society, which will partner with and inform country programmes.

In the Latin American region, the Spotlight Initiative will also collaborate with the EU as a key partner, including through EU delegations in implementation countries, as well as at the regional level. It will be important to seek synergies with and build on EU’s programmes in the region, including the EU’s EUROSociAL+ initiative flagship programme, which comprises an important array of activities implemented on VAWG and femicide.

The UN will bring the expertise of various agencies, funds and programmes, and civil society to the Spotlight Initiative. The Initiative will build on and leverage other existing programmes and learn from past and on-going joint initiatives on gender and beyond, including those supported by other donors and partners. UN Women, UNDP and UNFPA, will provide key technical support in the design and the implementation of the Initiative, under the overall strategic coordination, leadership, and supervision of the Executive Office of the Secretary-

General (EOSG). Based on their expertise and mandate, other UN agencies in collaboration with civil society, as well as other stakeholders, will contribute to the country programmes. Other relevant agencies such as UNICEF, ILO, UNODC, PAHO\(^53\) UNESCO, OHCHR, ECLAC, UNHCR, and IOM – will also contribute to specific interventions based on issues linked to their respective mandates, presence, and national expertise, either through implementation and/or advisory roles. At the national level, each UN agency’s role will be further determined depending on regional and national context, existing partnerships, as well as on UN country offices’ capacities. The Initiative will work closely with the EU delegations in countries where implementation is taking place, as well as at the regional level.

The Initiative will build on and complement existing programmes with relevant components in the selected Latin American countries. In Argentina, this includes an initiative aimed at strengthening access to justice for marginalized groups, and in El Salvador a programme on managing evidence based information for public safety. In Guatemala various programmes targeting child protection, strengthening the justice sector and rule of law, as well as the Essential Services programme will be complemented. In Honduras, relevant to the Spotlight Initiative will be a programme for ensuring comprehensive security and prevention of violence against children, adolescents and youth, as well as a programme on strengthening the promotion, monitoring and respect for women’s and LGBT rights. In Mexico, the Safe Cities and Safe Public Spaces for Women and Girls initiative, and a programme aimed at strengthening capacities of police officers and telephone operators working in cases of VAW are important to ensure synergies with. It is important to note that there are other UN implemented, relevant initiatives in the Spotlight countries, most of the select initiatives listed here that have a budget over $1 million.

At the country level, donors will be invited to join the Country Steering Committees of respective Country Programmes, which include the UN, EU, Government, CSO and other potential contributors, to ensure coordination and synergies between Spotlight and other relevant ongoing initiatives at country level. This will also enable sharing knowledge across the initiatives, and allowing other partners and donors to engage in Spotlight and potentially support the Country Programmes.

3.3 Cross-Cutting Issues

In the Latin American region, the Spotlight Initiative’s theory of change incorporates key, transversal components. They include:

- Leave no one behind: All women and girls should live free of violence. Built into the design of the Fund are measures to ensure meaningful participation of groups facing intersecting forms of discrimination, such as those marginalized and excluded due to poverty, ethnicity, disability, age, geography, migratory status, HIV status, profession, among others. The programmatic framework emphasizes efforts to address those furthest behind.
  - Critical in the context of the Latin America region is ensuring that within the country programmes and the regional component, indigenous women and girls, afro-descendent women and girls, migrant women and girls, and women and girls with disabilities are engaged and able to participate in design, development, and dissemination of the project. Increasing rates of adolescent pregnancy, with many cases presumably a result of sexual abuse and/or sexual

\(^53\) Key guidelines developed by PAHO:

a. Responding to intimate partner violence and sexual violence against women: WHO clinical and policy guidelines
b. Health care for women subjected to intimate partner violence or sexual violence: A clinical handbook
c. Strengthening health systems to respond to women subjected to intimate partner violence or sexual violence: A manual for health managers
coercion/violence, and high profile and public cases of girls being tortured, abused, and killed, all point to the urgency of ensuring that girls are not forgotten. Taking a cradle to grave approach to VAWG prevention and response is critical.

✔ Femicide occurs within a continuum of violence and within different sets of circumstances: A continuum approach will be applied across the Initiative because specific forms of violence do not occur in isolation. VAWG occurs throughout the lives of women and girls. Starting from birth, they face a multitude of risks, culminating in their exposure to various forms of violence such as intimate partner violence, sexual harassment in public spaces, abuse in the workplace, differential treatment in childhood, coerced or forced sexual initiation in adolescence, sexual violence in emergency/humanitarian settings, among others. Femicide, which often occurs in the context of intimate partner violence, and in relation to organized crime, can affect marginalized women and girls disproportionately.

✔ Engagement and partnership with civil society and women’s organizations: Support, engagement, and participation of women’s organizations is key in a region where the women’s movement has been catalytic in putting VAWG on the public agenda. Civil society engagement will be integrated globally, regionally, and nationally in the Spotlight Initiative’s operation. Civil Society will be integrated as participants supporting the development and implementation of programme activities, distilling knowledge and expertise to inform policy dialogue and public policies - as well as direct recipients of funds aimed at developing capacities and building strong movements in support of gender equality and eliminating VAWG.

Women and girls’ empowerment, which is defined as the ability to exercise agency, make autonomous decisions, and exercise rights, will be an overarching strategy. The Initiative will emphasis women’s economic rights, considering for instance, violence and harassment in the work world as an area requiring attention. Alimony, economic regimes for marriage, unions, separation and divorce, protecting family assets also, for example, fall under the umbrella of women’s economic empowerment. The initiative will support social protection and economic empowerment initiatives, along with long-term recovery opportunities. This includes reparations and support to victims of VAWG, broadly defined and beyond just partner or intimate violence. For instance, supporting those women and girls (and their families) that have had to flee countries such as El Salvador, Honduras, and Mexico due to gang violence.

✔ Take a lifecycle approach to addressing VAWG and femicide, including specific efforts to reach girls. It will be imperative to acknowledge the differences, similarities, and relationships between violence against women and violence against girls, including the differences among the various age groups classified as girls. Girls’ experiences are unique to their age group, and they must not be treated as women. Three critical consequences arising from violence against girls must be acknowledged and addressed:
  - Girls experience, survive, and die from gender-based violence – and this violence happens everywhere, not just in their homes, and not only at the hands of family members or intimate partners.
  - VAW in households and communities where girls live impacts their intimate relationships, education, and self-esteem. Girls and boys grow up accepting VAWG as a societal norm.

---

54 Each age group has different needs and obstacles in accessing to safe, effective, and child-sensitive counselling/ justice/social and health services. These differences need to be addressed and special attention should be regarded to active participation and other related rights such as right to be heard, right to information, right to protection and safety, especially in civil and criminal proceedings.
Girls and boys (both adolescent and non) whose mothers are killed through acts of femicide require specific attention with respect to custody. They must avoid falling under the care of their mother’s murderer and avoid familial separation. Caregivers need access to justice and information.
4. Description of Action

4.1 Objectives/Results

Global Theory of Change

A diverse and interconnected set of interventions is required to address the continuum of violence faced by women and girls. Actions should include: instituting and reforming legal and policy frameworks; working to ensure institutions are gender responsive; establishing comprehensive and evidence based prevention programmes aimed at changing social norms and gender stereotypes; ensuring access to essential services that respond to victims and survivors; promoting the collection and use of quality, comparable data to inform public policy, advocacy, policy making, and delivery of complimentary services to improve prevention;55 and finally, supporting autonomous women’s movements to influence, and monitor policy and to ensure accountability. A comprehensive, multi-sectoral approach is essential for fighting VAWG/HP, and ensuring progress is maintained.

The graphic below shows six main areas for which outcomes will be achieved simultaneously and comprehensively, with the goal of ensuring that all women and girls, especially the most vulnerable, live a life free of violence. Implementation of outcomes will be emphasized given country needs, and the particular context of women and girls in that country/region. The path forward is informed by research, demonstrated practice and programmes, as well as other inputs.

All women and girls live a life free of violence

4.2 Intervention Logic

The intervention logic for the Spotlight Initiative is based on each of the key outcome areas. In the area of laws and policies, if

- women and VAWG/HP experts are engaged in developing and implementing policies and legislation to VAWG/HP,
- if the implementation of legislation and policies is monitored, then
- an enabling legislative and policy environment on VAWG/HP 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 enabling institutions to help address impunity of perpetrators; because
  o effectively implemented legislative and policy frameworks address impunity and provide for coordinated action, including in the areas of prevention, services, and data collection;
  o laws and programmes that integrate VAWG/HPs into SRH services are developed, implemented, and monitored at all levels and across all branches of government.

With regard to institutional strengthening if
  o relevant decision-makers and stakeholders in all sectors of government have political will and are held accountable for good governance, and are informed, mobilized, and availed with tools, methodologies, and criteria to address VAWG/HP, if
  o institutions at all levels and relevant stakeholders have strengthened capacity, and are held accountable to VAWG/HP including through dedication of resources and political commitment, if
  o national and subnational processes are effective in overcoming the hurdles of collective action to address and prevent VAWG/HP and are accountable, if
  o adequate budgets are allocated and expended, then
  o institutions will develop, coordinate, and implement programmes that integrate the elimination of VAWG/HP and other SDG targets into development planning processes, because
  o institutional change requires appropriate capacity, adequate funding, political engagement, as well as transformative change that challenges patriarchal systems and culture.

In relation to prevention programmes, if
  o multiple comprehensive and transformative strategies for prevention (primary, secondary/response, situational) including through mobilization or women and girls’ afro descendant, indigenous, women and girls with disabilities, LGTBI and other groups and communities in situations of heightened vulnerability; 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
  o favorable social norms, attitudes and behaviors will be promoted and modeled at community and individual level to prevent VAWG/HP; because
  o multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women’s sexuality and reproduction.

In the area of essential services, if
  o service providers have the capacity to deliver essential services, including sexual and reproductive health services, and to investigate and prosecute perpetrators in line with international human rights standards and guidelines,
  o if these services are made available and accessible to women and girls, and if
  o women and girls are informed and empowered to exercise their rights to services (including sexual and reproductive health and rights, and access to justice); then
  o women and girls who experience violence and HP will increase their use of services and recover from violence, while perpetrators will be prosecuted; because
  o underlying barriers to women and girls’ access to services have been addressed
including in relation to gender and socio-cultural norms affecting women’s sexuality and reproduction.

For the pillar on data and evidence, if

- measurement and methodologies for VAWG/HP data collection are improved and strengthened (including monitoring and reporting requirements for SDG target 5.2 and 5.3 indicators), and efforts are there to ensure rigorous evaluation of interventions, and to strengthen countries’ capacity for undertaken research and evaluation in VAW;\(^{56}\)
- the capacity of national institutions to collect disaggregated VAWG/HP data in line with globally agreed standards is strengthened; and
- disaggregated data (including to extent possible on age, ethnicity, location, socio-economic status, disability of the victims as well as sex, motives, and relationship of the perpetrator) are made accessible and disseminated to be used by decision makers and civil society, in particular with a focus on analyzing gender violence as a continuum and not as isolated or independent phenomena;
- then laws, policies and programmes will be partly based on evidence and better able to respond to the specific context and realities of women and girls, including those most marginalized
- because they will be based on quality data specifically on femicide, and disaggregated and globally comparable data on VAWG, as well as qualitative evidence and knowledge to monitor and evaluate their implementation.

In reference to women’s rights organizations, autonomous social movements, and civil society organizations, if

- the knowledge, expertise and capacities of these organizations, and movements, including those representing youth and groups facing intersecting forms of discrimination is drawn upon and strengthened, and
- the space for those groups’ expression and activity is free and conducive to their work, and
- multi-stakeholder partnerships and networks are established at local, national, regional, and global level with those groups; then
- they will be able to influence, sustain, and advance progress on GEWE and EVAWG policies and programmes that respond to the needs of all women and girls, including those facing intersecting forms of discrimination; because
- the activism of women’s rights organizations, autonomous social movements, and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination is a crucial driver of progress on efforts to EVAWG.

### 4.3 Regional Theory of Change

In Latin America, the Spotlight Initiative will support on-going and new regional- and country-level efforts to address VAWG and femicide, the most extreme manifestation of VAWG. To support national action, UN agencies will be mobilized according to their mandates, building on existing government, UN and other initiatives, and frameworks and mechanisms. These include the Belem Dó Pará Convention and its Monitoring System (MESECVI), and the Interamerican Human Rights System, as well as existing partnerships with prosecutors, judges, defenders’ associations and networks, civil society, and women’s organizations, among others.

---

\(^{56}\) PAHO/WHO will be developing a training manual for training researchers on VAW.
The Spotlight Initiative aligns with and supports the implementation of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework, as the key regional political commitment and roadmap for achieving the 2030 Agenda for Sustainable Development. The Montevideo Strategy aims to strengthen institutions and respective comprehensive public policies for the full promotion of gender equality and fulfilment of human rights and women's autonomy in Latin America and the Caribbean. Furthermore, the Spotlight Initiative will support implementation of existing agreements and commitments by governments, including for example, efforts to address VAWG within the health sector. The use and implementation of the Latin American Protocol for the investigation of gender-related killings of women (femicide/feminicide) led by UN Women and OHCHR will be an essential instrument.

The UN System will work together in the region, and with existing European initiatives, including the EUROsociAL + programme, and other programmes working on gender. It will support national, multi-stakeholder efforts to operationalize the regional theory of change, with a focus on ensuring coordination of interventions that strategically complement, galvanize, and take to scale existing investments in the field of gender equality and VAWG. The aim is to have evidence-based, regional- and country-level practice and programming, informed by global and regional knowledge and skilled technical assistance. Other donors and partners, including from private sector, will be welcome to join the Spotlight Initiative’s partnership.

Considerable efforts are already underway to measure progress on SDG implementation. The Spotlight Initiative’s results-based framework aligns fully to agreements made in the context of measuring the SDGs. It will ensure that all regional and country programmes are informed and leveraged by the resulting processes, as well as knowledge and data that emerge from the overall SDG monitoring process.

---

57 Strategy and Plan of Action on strengthening the health system to address violence against women – approved by Ministers of Health from the Americas at PAHO’s Directing Council in 2015; Global plan of action to strengthen the role of the health system within a national multi-sectoral response to address interpersonal violence, in particular against women and girls, and against children – approved by Ministers of Health from all Member States at the 2016 World Health Assembly.
Table 3. Spotlight Initiative Regional Results Framework for Latin America

The Spotlight Initiative will endeavour for data to be disaggregated at a minimum by income, sex, age, ethnicity, disability and geographic location. Data disaggregation will also be pursued for other characteristics relevant in national contexts over the lifespan of the country programmes. “Other status” or characteristics include discrimination on the basis of age (with attention to youth and older persons), nationality, marital and family status, sexual orientation and gender identity, health status (including HIV), place of residence, economic and social situation, and civil, political or other status.

Impact
All women and girls, particularly those most vulnerable, live a life free of violence and harmful practices

Impact Indicators

Direct
- SDG 5.2.1 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; (Tier II, UNICEF, UN Women, UNFPA, WHO, UNODC)
- SDG 5.2.2 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; (Tier II, UNICEF, UN Women, UNFPA, WHO, UNODC)

Indirect
- SDG 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18; (Tier II, UNICEF)
- SDG 16.1.1. Number of victims of intentional homicide per 100,000 population, by sex and age; (Tier 1, UNODC, WHO)

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

Outcome 1 Theory of Change (ToC)

If (1) women and VAWG including femicide experts are engaged in assessing, developing and implementing policies and legislation to end VAWG including femicide
(2) if the implementation of legislations and policies is monitored
then (3) an enabling legislative and policy environment on VAWG including femicide and other forms of discrimination is in place
and translated into plans, guaranteeing the rights of women and girls
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.

<table>
<thead>
<tr>
<th>Regional Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls, including femicide, are in place and translated into plans</td>
<td><strong>Output 1.1</strong> National and regional partners(^59) have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on VAWG including femicide and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international HR standards and treaty bodies’ recommendations</td>
</tr>
<tr>
<td>• Indicator 1.1 Proportion of target countries with laws and policies on VAWG including femicide that adequately respond to the rights of all women and girls, including exercise/access to SRHR, are evidence-based and in line with international HR standards and treaty bodies’ recommendations(^58)</td>
<td>• Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on VAWG including femicide and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing multiple and intersecting and multiple forms of discrimination and are in line with international HR standards</td>
</tr>
<tr>
<td>• Indicator 1.2 Proportion of target</td>
<td>• Indicator 1.1.2 Number of inquiries conducted by human rights institutions on VAWG including femicide and/or gender equality and non-discrimination</td>
</tr>
<tr>
<td></td>
<td>• Indicator 1.1.3 Proportion of draft laws and/or policies on VAWG including femicide and/or gender equality and non-discrimination which have received significant inputs from women’s rights advocates</td>
</tr>
</tbody>
</table>

\(^{58}\) Progress towards international standards will be measured through an analysis of specific components (“degree to which”) as described in the Methodological Notes

\(^{59}\) Parliamentarians, human rights institutions and women’s right advocates
<table>
<thead>
<tr>
<th>Regional Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>countries that have national and/or sub-national evidence-based, costed action plans and M&amp;E frameworks on VAWG including femicide that respond to the rights of all women and girls and are developed in a participatory manner</td>
<td><strong>Output 1.2</strong> National and/or sub-national partners&lt;sup&gt;60&lt;/sup&gt; are better able to develop and cost evidence-based national and/or sub-national action plans on VAWG including femicide in line with international HR standards with M&amp;E frameworks and responding to the needs and priorities of groups facing multiple and intersecting forms of discrimination</td>
</tr>
<tr>
<td>- Indicator 1.3 Proportion of target countries that have laws and policies that guarantee the ability of women’s rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda</td>
<td>- Indicator 1.2.1 Number of draft evidence-based national and/or sub-national action plans on ending VAWG including femicide developed that respond to the rights of groups facing multiple and intersecting and multiple forms of discrimination with M&amp;E frameworks and proposed budgets</td>
</tr>
<tr>
<td></td>
<td><strong>Output 1.3</strong> National, sub-national and/or regional partners&lt;sup&gt;61&lt;/sup&gt; have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women’s rights groups, CSOs and women human rights defenders to advance the human rights agenda</td>
</tr>
<tr>
<td></td>
<td>- Indicator 1.3.1 Number of draft laws and/or policies developed that guarantee the ability of women’s rights groups, CSOs and women human rights defenders to advance the human rights agenda</td>
</tr>
<tr>
<td></td>
<td>- Indicator 1.3.2 Proportion of draft laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda which have received significant inputs&lt;sup&gt;62&lt;/sup&gt; from women’s rights advocates</td>
</tr>
</tbody>
</table>

---

<sup>60</sup> Key government/national decision makers (Heads of State, Finance Ministers, Ministries of Justice and Police, Security Ministers and relevant planning institutions) including women’s rights advocates

<sup>61</sup> Key government officials and women’s human rights defenders

<sup>62</sup> Written submissions, public events and other visible actions
2. National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls including femicide, including in other sectors

Outcome 2 ToC

If (1) relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address VAWG including femicide
if (2) institutions at all levels and relevant stakeholders have strengthened capacity on VAWG including femicide
if (3) national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent VAWG including femicide and
if (4) adequate budgets are allocated
then (5) institutions will develop, coordinate and implement programmes that integrate the elimination of VAWG including femicide 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 including femicide

<table>
<thead>
<tr>
<th>Global Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls including femicide, including in other sectors</strong></td>
<td><strong>Output 2.1</strong> Key officials at national and/or sub-national levels in all relevant institutions[^63] are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG including femicide, especially for those groups of women and girls facing multiple and intersecting forms of discrimination, including in other sectors</td>
</tr>
<tr>
<td>• Indicator 2.1 Proportion of countries that have functioning national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG including femicide that include representation from marginalized groups</td>
<td></td>
</tr>
<tr>
<td>• Indicator 2.2 Proportion of countries</td>
<td></td>
</tr>
<tr>
<td>• Indicator 2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG including femicide, including for those groups of women and girls facing multiple and intersecting forms of discrimination</td>
<td></td>
</tr>
<tr>
<td>• Indicator 2.1.2 Proportion of countries with internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAWG including femicide</td>
<td></td>
</tr>
<tr>
<td>• Indicator 2.1.3 Number of strategies, plans and programmes of other relevant sectors that integrate efforts to end VAWG including femicide developed in line with international HR</td>
<td></td>
</tr>
</tbody>
</table>

[^63]: E.g. justice, statistics, police, health, community based, etc.
### Global Outcomes and Outcome Indicators

- That allocate x% or more of national budget to the prevention and elimination of all forms of VAWG including femicide
- Indicator 2.3 Proportion of countries where VAWG including femicide is integrated in 6 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards

### Regional Core Outputs and Output Indicators

- Output 2.2 Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups
  - Indicator 2.2.1 Proportion of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans
- Output 2.3 Partners (Parliamentarians, key government officials and women’s rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG including femicide
  - Indicator 2.3.1 Proportion of dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG including femicide

### 3. Gender inequitable social norms, attitudes and behaviours change at community and individual levels and prevent violence against women and girls, including femicide

**Outcome 3 ToC**

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 including femicide then (2) favourable social norms, attitudes and behaviours will be promoted at community and individual level to prevent VAWG including femicide because (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women’s sexuality and reproduction
<table>
<thead>
<tr>
<th>Global Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls including femicide</td>
<td><strong>Output 3.1</strong> National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards, for in and out of school settings</td>
</tr>
<tr>
<td>- Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner (to violence), by sex and age</td>
<td>- Indicator 3.1.1 Proportion of countries with draft new and/or strengthened Comprehensive Sexuality Education programmes in line with international standards</td>
</tr>
<tr>
<td>- Indicator 3.2 Percentage of people who think it is justifiable to subject a woman or girl to FGM, b. Percentage of people who think it is justifiable to subject a woman or girl child marriage</td>
<td>- Indicator 3.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights64</td>
</tr>
<tr>
<td>- Indicator 3.3 Proportion of countries with at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner</td>
<td><strong>Output 3.2</strong> Community advocacy platforms are established/strengthened to develop strategies and programmes,65 including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls’ sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 3.3 Decision makers in relevant non-state institutions66 and key informal decision makers67 are better able to advocate for implementation of legislation and policies on ending VAWG including femicide and for gender-equitable norms, attitudes</td>
<td></td>
</tr>
</tbody>
</table>

64 Including peer-to-peer, promoting gender transformative and human rights’-based attitudes/beliefs, respectful and equitable relationships and the expression and exercise of their rights, including reproductive rights
65 Including informing parenting skills around gender socialization through early childhood development programmes
66 Including the media, sports, workplaces, etc.
67 Will differ from region to region and includes decision makers from informal institutions, e.g. traditional, religious and community leaders
### Global Outcomes and Outcome Indicators

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>and behaviours and women and girls’ rights</td>
<td></td>
</tr>
<tr>
<td>• Indicator 3.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting</td>
<td></td>
</tr>
<tr>
<td>• Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on VAWG including femicide and promoting gender-equitable norms, attitudes and behaviours and women and girls’ rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards</td>
<td></td>
</tr>
</tbody>
</table>

### Global Outcomes and Outcome Indicators

<table>
<thead>
<tr>
<th>Output</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women and girls who experience violence use available, accessible, acceptable, and quality essential services including for long term recovery from violence</td>
<td></td>
</tr>
<tr>
<td>• Indicator 4.1 Proportion of women, including those facing intersecting</td>
<td></td>
</tr>
</tbody>
</table>

#### Outcome 4 ToC

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 (4) 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 (5) underlying barriers to women and girls’ access to services have been addressed
(6) including in relation to gender and socio-cultural norms affecting women’s sexuality and reproduction

### Global Outcomes and Outcome Indicators

<table>
<thead>
<tr>
<th>Output</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 4.1 Relevant government authorities and women's rights organisations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls’ victims/survivors of violence (and their families when relevant), especially those facing multiple and intersecting forms of discrimination</td>
<td></td>
</tr>
<tr>
<td>• Indicator 4.1.1 Proportion of countries with centralized risk assessment systems and/or</td>
<td></td>
</tr>
<tr>
<td>Global Outcomes and Outcome Indicators</td>
<td>Regional Core Outputs and Output Indicators</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector</td>
<td></td>
</tr>
<tr>
<td>• Indicator 4.2.a Number of cases of VAWG including femicide reported to the police, b. proportions of cases reported to the police that are brought to court, c. proportions of cases reported to the police that resulted in convictions of perpetrators, all during a specific time period (e.g. past 12 months)</td>
<td></td>
</tr>
<tr>
<td>• Indicator 4.3 Proportion of countries which have a dedicated management information system (MIS) on VAWG including femicide at the national level which can measure number of women/girl victims/survivors of violence (and their families, when relevant) that have received quality, essential multi-sectoral services</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 4.2 Women and girls’ survivors/victims of violence and their families are informed of and can access quality essential services, including longer term recovery services and opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Indicator 4.2.1 Number of women and girls’ survivors/victims of violence that have increased knowledge of and access to quality essential services (and/or their families, when relevant)</td>
</tr>
<tr>
<td>• Indicator 4.2.2 Number of women and girls’ survivors/victims and their families, including groups facing multiple and intersecting forms of discrimination, that have increased knowledge of and access to accompaniment/support initiatives, including longer-term recovery services</td>
</tr>
</tbody>
</table>

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

Outcome 5 ToC

---

68 This indicator should be measured for women seeking services within the past 12 months, in order to measure progress and change over time—as lifetime prevalence of violence is not a sound measure of change over time.
If (1) Measurement and methodologies for VAWG including femicide 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 including femicide data in line with globally agreed standards is strengthened and (3) disaggregated data (including to extent possible on age, ethnicity, location, socio-economic 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

<table>
<thead>
<tr>
<th>Global Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes</td>
<td></td>
</tr>
<tr>
<td>• Indicator 5.1 Proportion of countries that have globally comparable data on the prevalence (and incidence, where appropriate) of VAWG including femicide, collected over time</td>
<td></td>
</tr>
<tr>
<td>• Indicator 5.2 Proportion of countries with</td>
<td></td>
</tr>
<tr>
<td>Output 5.1 Key partners, including relevant statistical officers, service providers in the different branches of government and women’s rights advocates have strengthened capacities to regularly collect data related to VAWG including femicide in line with international and regional standards to inform laws, policies and programmes</td>
<td></td>
</tr>
<tr>
<td>• Indicator 5.1.1 Number of National Statistical Offices that have developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG including femicide</td>
<td></td>
</tr>
<tr>
<td>• Indicator 5.1.2 Percentage of targeted countries with a system to collect administrative data on VAWG including femicide, in line with international standards, across different sectors</td>
<td></td>
</tr>
</tbody>
</table>

71 Statistics offices, justice, security and health sector
Global Outcomes and Outcome Indicators

- publicly available data, reported on a regular basis, on various forms of VAWG including femicide at country level
- Indicator 5.3 Proportion of countries where national statistics related to VAWG including femicide incidence and prevalence are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts

Regional Core Outputs and Output Indicators

- Output 5.2 Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making
  - Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making
  - Indicator 5.2.2 Number of pieces of peer-reviewed qualitative research published

6. Women's rights groups, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG

Outcome 6 ToC

If (1) the knowledge, expertise and capacities of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination is drawn upon and strengthened,
and (2) the space for women's rights organisations, autonomous social movements and CSOs including those representing youth and groups facing multiple and intersecting forms of discrimination's expression and activity is free and conducive to their work,
and (3) multi-stakeholder partnerships and networks are established at local, national, regional and global level with women's rights groups and autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination,
then (4) women's rights organisations, autonomous social movements and CSOs will be able to influence, sustain, and advance progress on GEWE and ending VAWG including femicide policies and programmes that respond to the needs of all women and girls, including those facing multiple and intersecting forms of discrimination,
because (5) the activism of women's rights organisations, autonomous social movements and CSOs, including those representing
youth and groups facing multiple and intersecting forms of discrimination is a crucial driver of progress on efforts to end VAWG including femicide

<table>
<thead>
<tr>
<th>Global Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women’s rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG</td>
<td></td>
</tr>
<tr>
<td>• Indicator 6.1 Proportion of countries where women’s rights organisations, autonomous social movements and relevant CSOs, increase their coordinated efforts to jointly advocate on ending VAWG including femicide</td>
<td></td>
</tr>
<tr>
<td>• Indicator 6.2 Proportion of countries where there is an increased use of social accountability mechanisms by</td>
<td></td>
</tr>
<tr>
<td>Output 6.1 Women’s rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG including femicide with relevant stakeholders at sub-national, national, regional and global levels</td>
<td></td>
</tr>
<tr>
<td>• Indicator 6.1.1 Number of jointly agreed recommendations produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination</td>
<td></td>
</tr>
<tr>
<td>• Indicator 6.1.2 Number of official dialogues with relevant government authorities with the meaningful participation of women’s rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination</td>
<td></td>
</tr>
<tr>
<td>Output 6.2 Women’s rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG including femicide and GEWE more broadly</td>
<td></td>
</tr>
<tr>
<td>• Indicator 6.2.1 Number of supported women’s right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy</td>
<td></td>
</tr>
</tbody>
</table>

---

72 Including those representing youth and groups facing intersecting forms of discrimination/marginalization
73 Including those representing youth and groups facing intersecting forms of discrimination/marginalization
74 E.g. the CEDAW, UPR shadow reports, and social accountability mechanisms such as social audits, citizen report cards, etc.
<table>
<thead>
<tr>
<th>Global Outcomes and Outcome Indicators</th>
<th>Regional Core Outputs and Output Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>civil society in order to monitor and engage in efforts to end VAWG including femicide</td>
<td><strong>Output 6.3 Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor their own programmes on VAWG including femicide</strong></td>
</tr>
<tr>
<td>• Indicator 6.3 Proportion of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalisation, report having greater influence and agency to work on ending VAWG including femicide</td>
<td>• Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on VAWG including femicide</td>
</tr>
<tr>
<td></td>
<td>• Indicator 6.3.2 Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on VAWG including femicide</td>
</tr>
</tbody>
</table>
5. Implementation

The Investment Plan serves as the regional programmatic framework for Latin America under the Spotlight Initiative Fund terms of reference (ToRs) and its global theory of change. It defines the thematic approach for the region and sets priority countries and actions. The Latin America Investment Plan is also the framework for any earmarked contributions to Latin America under the Spotlight Initiative. With regard to the EU contract, the Investment Plan will be included as Annex I C: Description of action for Latin America. The overall budget for the Latin America region will be specified in the revised Annex III: Budget of the Action. For additional contributors, the Standard Administrative Agreement to be concluded with other contributors can also allow for an earmarking to the region and its investment plan.

The implementation period for the Spotlight Initiative started on 1 July 2017 and will end on 30 June 2023. The Latin America Investment Plan was developed in the last quarter of 2017 and the first quarter of 2018. The first country programmes are currently under development and expected to start their 48-month implementation in July 2018.

The implementation modalities for the Investment Plan are described in the Spotlight Initiative ToRs and in the Description of Action Annex I A of the PAGODA agreement. The implementation will be carried on under the oversight of the Spotlight Initiative joint governance framework, the Governing Body, and the Operational Steering Committee with the support of the Secretariat (Technical and Management Units – UN WOMEN & Executive Office of the Secretary General) and the Administrative Agent (UN MPTF office). The Investment Plan is to be implemented through a series of Joint Programmes: one Regional Joint Programme and initially in up to five Country Programmes (in Argentina, Guatemala, El Salvador, Honduras, and Mexico). Three additional countries, Bolivia, Brazil, and Paraguay are included in the Investment Plan as potential priority countries in case of budgetary reallocation or new contributors joining the Spotlight Initiative.

At the country level, the Country Programmes are developed following the UNDG guidelines for Joint Programming,75 and the key recommendations from the Secretary-General’s report on repositioning the UN development system.76 The Joint Programmes modality intends to achieve greater system-wide coherence, the most adequate way to implement the comprehensive approach set by the Spotlight’s theory of change. It will take into account the principles of national ownership, alignment with national priorities, and the comparative advantage of Recipient United Nations Organizations (RUNOs) in the country.

The development and implementation of Country Programmes will be led by the UN Resident Coordinators, in line with their new enhanced leadership and responsibility as accorded by the UN Development System reform agenda, and in partnership with the EU representatives. The RUNOs will be requested to develop comprehensive Country Programmes, focusing on achieving sustainable development.

The following principles will be followed when configuring Country Programmes:

- The UN Resident Coordinator, in consultation with the Head of the EU delegation, should identify relevant Recipient UN Organizations of his/her respective Country Programmes, best suited to work towards the agreed common strategic results of the

---

Spotlight Initiative and the national priorities of the selected country.

- The Resident Coordinators need to determine which agencies are best placed to deliver on the Spotlight Country Programme, based on their mandate, cost effectiveness of their interventions, capacity to lead and implement (including geographical presence, past experience, results, knowledge and technical expertise, capacity to scale up and enable transformative actions) and other relevant variables. The selection of the relevant RUNOs should take into consideration specific examples of past collaboration with the three core agencies on programmes/activities linked with the global and regional theory of change, particularly at national and regional level.

- Ideally, the Country Programme should be implemented by three to six UN agencies.

- Each Recipient UN Organization should have a budget of at least of US$100,000 in the Country Programme. If the share of a UN agency (in particular the non-resident UN agency) amounts to an amount smaller than US$100,000, this agency should partner with the most relevant Recipient UN Organization to include this budget in the Recipient UN Organization’s budget and work with that Agency through a UN-to-UN agreement (outside of the Spotlight Initiative’s legal framework).

- Each agency may participate in more than one Pillar of the Country Programme.

- The Country Programme coordination will be managed by the UN Resident Coordinator’s Office reporting to the UN Resident Coordinator.

- Complementarity of RUNOs’ interventions should be ensured to achieve results and geographical coverage to reach the target population, provide required capacity, and cover multiple programme areas.

- Interventions led by RUNOs must have the ability to: advance gender equality; prevent and respond to violence; and link to existing coordination mechanisms such as the Gender Theme Group.

- Establishment of strong results groups, coordination mechanisms including a multi-stakeholder Country Steering Committee, and reinforcement of existing sector/cluster groups should be undertaken.

- All stakeholders, including governmental and civil society organizations (in particular women’s organizations) or networks ready to provide adequate support (resources, time, and willingness to work together) should be included. Distinct roles and responsibilities should be defined.

- The Civil Society representatives should: be part of the design of the Country Program; a member of the Steering Committee; receive dedicated resources under Pillar 6; and be mainstreamed in implementation across all other Pillars.

- Development of financing strategies that promote innovative and sustainable solutions should be undertaken.

The development of the Country Programmes will follow key steps described in the Spotlight Initiative TOR and shown in the diagram below.
The Secretariat of the Spotlight Initiative will provide a Country Programme template, a tentative work plan, and a guidance note to support the development of each component. The Secretariat will be available for technical support for each priority country.

Once a country or regional programme 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. At the regional level, a multi-stakeholder Regional Steering Committee will be established, to oversee and guide the implementation of the Regional Programme and provide overall guidance for the Initiative at regional level. To the extent possible, existing structures, such as UNDAF results groups and regional working group on gender will be engaged. Connections and links will be forged with other pooled funds or joint programmes operating at the country level. Civil society representatives on the Country/Regional Steering Committees will be nominated by the respective Country/Regional Civil Society Reference Groups comprising a diverse range of civil society stakeholders working at the country/regional level on EVAWG.

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 composed only 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 UN-EU Spotlight initiative at the country/regional levels and support participatory implementation of the country programme, in alignment with national priorities, agreed UN strategic programming frameworks (UNDAF), and EU priorities;
- Approve programme annual work plans, review output level results, adjust implementation set-up;
- Review and approve periodic and annual country/regional programme narrative reports submitted by Recipient UN Organizations;
- Approve any programmatic or budgetary (revisions of less than 25 percent 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 a manageable size (about 10 persons) to permit efficient decision making. The following members should be part of Country-Level Steering Committees:

- UN Resident Coordinator
- EU Representatives
- Government and participating national organizations
- Recipient UN Organizations
- At least two self-selected representatives from women’s civil society organizations/networks with a strong track record of working on EVAWG, nominated by the Country/Regional Civil Society Reference Groups.

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

One critical aspect of the Country Programme will be to align the governance structure with the UN Development System reform agenda and the best practices promoted by the UN Development Group for a Passthrough modality, with the UN Resident Coordinator and Recipient UN Organizations accountable for the implementation within each country. They will assume the following responsibilities:

The UN Resident Coordinator:
- Provides overall strategic direction and oversight of the implementation;
- Has a decision-making authority: approves the Country Programme document and workplans, and submits the Country Programme to the Spotlight OSC; confirms selection of RUNOS and the convening agency;
- Serves as a chair of the Spotlight Country Programme’s Steering Committee, the highest body for strategic guidance, fiduciary and management oversight, and coordination;
- Facilitates collaboration between Recipient UN Organizations, the host government and the EU delegation for the implementation of the Country Programme;
• Leads the resource mobilization for the Country Programme;
• Reviews implementation progress and addresses problems, reviews and approves progress reports, budget revisions/reallocations, and evaluation reports.

The Resident Coordinator’s Office in fully synergy with the Recipient UN Organizations technical skills:
• Coordinates the Country Programme implementation;
• Accountable for coordination of programmatic activities and narrative reporting;
• Coordinates activities of the UN Country Team’s established structures, which will carry on assigned functions for operational and programmatic coordination: including coordination of Country Programme partners, coordination and production of annual work plans, and coordination of monitoring of annual targets,
• Provides administrative support with Country Steering Committee meetings;
• Facilitates Country Programme’s audits and evaluation;
• Involved in resource mobilization;
• Involved in day-to-day coordination.

Recipient UN Organizations – Accountable for programmatic and financial outputs implementation:
• Operate in accordance with their own regulations, rules, directives, and procedures;
• Assume full programmatic and financial accountability for funds disbursed by the Administrative Agent;
• Participates in the development of the Country Programme Document by providing technical inputs and knowledge in their mandate area;
• Develops annual workplan and budgets for their respective outputs, implements the activities and delivers outputs, reports back on its achievement narrative and financial;
• Fully accountable to the Resident UN Coordinator, the Spotlight Initiative OSCs, and the Donors.

5.2 Communication and Visibility

All communication and visibility at country and regional level should be aligned with the Spotlight Initiative’s global communication and visibility plan and implemented by the UN Resident Coordinators and engaged members of Country Teams.

5.3 Monitoring and Evaluation

A full monitoring and evaluation framework will be developed as part of the country and regional programmes. Recipient United Nations Organizations are responsible for continuous monitoring and evaluation of programmes, while the Technical Unit of the Initiative will oversee the process, providing advice on proper performance indicators and methods of data collection and analysis. The Management Unit will also consolidate country-level information received into a central results-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 programme, 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.

5.4 Financial Allocation

The country programmes approved by the Operational Steering Committee are defining in detail what the approved budget according to each country results framework and theory of change. The funding from the Spotlight Initiative is allocated by the Operational Steering Committee in two distinct phases.

Each Joint Programme document includes a specific workplan (with outputs and relevant performance indicators) and budgets breakdown for Phase I covering 70 percent of the Spotlight allocation to the Region. The implementation duration for phase I is expected to be no more than 30 months (December 2020).

The second phase of the Spotlight funding will be allocated for each country depending on their overall performance and needs. The countries will have the opportunity to trigger a request for a second term allocation once they reached 70 percent expenditures under Phase I. The following criteria will be applied by the OSC for the Phase II allocation:

- The level of engagement of the respective governments and civil society organization;
- The results of the mid-term evaluation and the performance against the output and outcome indicators;
- The financial delivery of the Joint Programme;
- The robustness of the Phase II proposed programmatic scope and needs;
- The sustainability and innovative approach proposed.

The proposed financial distribution across the Latin America Portfolio is as follows.

In accordance with the Special Conditions of the Contract Article 7.1.5 b iii) and Article 7.1.5 c), the Operational Steering Committee approves each programme budget and its subsequent amendments. Budget amendments can be reflected in subsequent addendum to the contract.
### LATIN AMERICA - SPOTLIGHT DETAILED BUDGET (updated Sep 2021)

<table>
<thead>
<tr>
<th>Latin America</th>
<th>TOTAL Direct Cost USD</th>
<th>Total Phase I Spotlight allocation</th>
<th>CP Phase I UN Contrib.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>5,646,759</td>
<td>475,803</td>
<td></td>
</tr>
<tr>
<td>Ecuador</td>
<td>2,800,000</td>
<td>320,000</td>
<td></td>
</tr>
<tr>
<td>El Salvador</td>
<td>7,200,000</td>
<td>1,334,000</td>
<td></td>
</tr>
<tr>
<td>Guatemala</td>
<td>1,200,000</td>
<td>20,300</td>
<td></td>
</tr>
<tr>
<td>Honduras</td>
<td>1,200,000</td>
<td>723,151</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>1,700,000</td>
<td>1,199,366</td>
<td></td>
</tr>
<tr>
<td>Regional</td>
<td>3,500,000</td>
<td>718,686</td>
<td></td>
</tr>
<tr>
<td>UNICEF/CIGOs</td>
<td>5,462,985</td>
<td>3,833,969</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>36,160,768</td>
<td>3,833,969</td>
<td></td>
</tr>
</tbody>
</table>

**LA Budget by RUNOs**

- UNICEF: 9%
- UNDP: 21%
- UNFPA: 21%
- UNWOMEN: 43%
- ILO: 1%
- UNESCO: 0%
- OCHIR: 1%

**LA Budget by UNDG**

1. Staff and other personal: 4%
2. Supplies, Commodities, Materials: 4%
3. Equipment, Vehicles & Furniture: 2%
4. Contractual services: 19%
5. Travel: 4%
6. Transfers and Grants to Counterparts: 41%
7. General Operating and other Direct Costs: 6%
### LA CI and Regional Programme BUDGETS, USD (All tables below incl. Pre-Funding)

**UNDP BUDGET CATEGORIES**

<table>
<thead>
<tr>
<th>Category</th>
<th>UNDP</th>
<th>UN Women</th>
<th>UNICEF</th>
<th>UNFPA</th>
<th>UNFPA</th>
<th>ILD</th>
<th>TOTAL USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and other personnel</td>
<td>392,424</td>
<td>621,035</td>
<td>354,800</td>
<td>291,375</td>
<td>397,978</td>
<td>213,547</td>
<td>1,943,500</td>
</tr>
<tr>
<td>Supplies, Commodities, Materials</td>
<td>15,934</td>
<td>14,330</td>
<td>10,890</td>
<td>9,070</td>
<td>46,077</td>
<td>5,277</td>
<td>18,230</td>
</tr>
<tr>
<td>Equipment, Vehicles, and Furniture (Including Depreciation)</td>
<td>282,014</td>
<td>16,000</td>
<td>24,564</td>
<td>89,022</td>
<td>16,000</td>
<td>1,943,500</td>
<td></td>
</tr>
<tr>
<td>Commodities and Services</td>
<td>31,935</td>
<td>10,000</td>
<td>1,935,170</td>
<td>1,943,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Direct Costs</td>
<td>3,006,720</td>
<td>471,860</td>
<td>2,104,190</td>
<td>1,943,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Support Costs (%ILD)</td>
<td>29,671</td>
<td>10,000</td>
<td>24,564</td>
<td>89,022</td>
<td>16,000</td>
<td>1,943,500</td>
<td></td>
</tr>
<tr>
<td>TOTAL USD</td>
<td>3,036,391</td>
<td>471,860</td>
<td>2,128,751</td>
<td>1,943,500</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ARGENTINA**

**UNDP BUDGET CATEGORIES**

<table>
<thead>
<tr>
<th>Category</th>
<th>UNDP</th>
<th>UN Women</th>
<th>UNICEF</th>
<th>UNFPA</th>
<th>ILD</th>
<th>TOTAL USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and other personnel</td>
<td>300,061</td>
<td>101,126</td>
<td>302,344</td>
<td>470,510</td>
<td>165,713</td>
<td>370,577</td>
</tr>
<tr>
<td>Supplies, Commodities, Materials</td>
<td>63,220</td>
<td>277,164</td>
<td>12,160</td>
<td>429,222</td>
<td>12,160</td>
<td>1,081,173</td>
</tr>
<tr>
<td>Equipment, Vehicles, and Furniture (Including Depreciation)</td>
<td>4,000</td>
<td>1,930,170</td>
<td>1,943,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Direct Costs</td>
<td>3,278,072</td>
<td>991,286</td>
<td>7,290,909</td>
<td>1,943,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Support Costs (%ILD)</td>
<td>38,671</td>
<td>10,000</td>
<td>24,564</td>
<td>89,022</td>
<td>16,000</td>
<td>1,943,500</td>
</tr>
<tr>
<td>TOTAL USD</td>
<td>3,316,743</td>
<td>991,286</td>
<td>7,290,909</td>
<td>1,943,500</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EL SALVADOR**

**UNDP BUDGET CATEGORIES**

<table>
<thead>
<tr>
<th>Category</th>
<th>UNDP</th>
<th>UN Women</th>
<th>UNICEF</th>
<th>UNFPA</th>
<th>ILD</th>
<th>TOTAL USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and other personnel</td>
<td>8,000</td>
<td>20,000</td>
<td>6,160</td>
<td>81,835</td>
<td>6,160</td>
<td>18,230</td>
</tr>
<tr>
<td>Supplies, Commodities, Materials</td>
<td>15,934</td>
<td>14,330</td>
<td>10,890</td>
<td>9,070</td>
<td>46,077</td>
<td>5,277</td>
</tr>
<tr>
<td>Equipment, Vehicles, and Furniture (Including Depreciation)</td>
<td>282,014</td>
<td>16,000</td>
<td>24,564</td>
<td>89,022</td>
<td>16,000</td>
<td>1,943,500</td>
</tr>
<tr>
<td>Commodities and Services</td>
<td>31,935</td>
<td>10,000</td>
<td>1,935,170</td>
<td>1,943,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Direct Costs</td>
<td>3,006,720</td>
<td>471,860</td>
<td>2,104,190</td>
<td>1,943,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Support Costs (%ILD)</td>
<td>29,671</td>
<td>10,000</td>
<td>24,564</td>
<td>89,022</td>
<td>16,000</td>
<td>1,943,500</td>
</tr>
<tr>
<td>TOTAL USD</td>
<td>3,036,391</td>
<td>471,860</td>
<td>2,128,751</td>
<td>1,943,500</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL Costs**

- **ARGENTINA:** 3,316,743 USD
- **EL SALVADOR:** 3,036,391 USD

**TOTAL**

- **ARGENTINA & EL SALVADOR:** 6,353,134 USD
The Guatemala country programme was stopped by an OSC decision, the current budget reflect the non certified expenditures figures reported as per the 30th of June 2020. Those figures will be updated when the final certified financial report is released by the agencies. The balance of Funds for the former Guatemala allocation is reflected under Phase II LA budget.
### LA REGIONAL PROGRAMME

<table>
<thead>
<tr>
<th>UNDG BUDGET CATEGORIES</th>
<th>UN Women</th>
<th>UNDP</th>
<th>UNFPA</th>
<th>TOTAL USD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDG BUDGET CATEGORIES</strong></td>
<td>Spotlight (USD)</td>
<td>RUNO Contrib. (USD)</td>
<td>Spotlight (USD)</td>
<td>RUNO Contrib. (USD)</td>
</tr>
<tr>
<td>1. Staff and other personnel</td>
<td>-</td>
<td>174,751</td>
<td>76,650</td>
<td>141,285</td>
</tr>
<tr>
<td>2. Supplies, Commodities, Materials</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3. Equipment, Vehicles, and Furniture (including Depreciation)</td>
<td>-</td>
<td>5,400</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Contractual services</td>
<td>545,601</td>
<td>12,000</td>
<td>405,310</td>
<td>21,000</td>
</tr>
<tr>
<td>5. Travel</td>
<td>41,957</td>
<td>10,000</td>
<td>212,955</td>
<td>37,000</td>
</tr>
<tr>
<td>6. Transfers and Grants to Counterparts</td>
<td>647,463</td>
<td>-</td>
<td>246,670</td>
<td>-</td>
</tr>
<tr>
<td>7. General Operating and other Direct Costs</td>
<td>42,877</td>
<td>28,324</td>
<td>56,000</td>
<td>6,669</td>
</tr>
<tr>
<td><strong>Total Direct Costs</strong></td>
<td>1,275,892</td>
<td>231,475</td>
<td>997,565</td>
<td>205,904</td>
</tr>
<tr>
<td>8. Indirect Support Costs (Max. 7%)</td>
<td>89,313</td>
<td>69,830</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL Costs</strong></td>
<td>1,365,211</td>
<td>231,475</td>
<td>1,067,395</td>
<td>205,904</td>
</tr>
</tbody>
</table>

### ECUADOR

<table>
<thead>
<tr>
<th>UNDG BUDGET CATEGORIES</th>
<th>UNDP</th>
<th>UNFPA</th>
<th>UNWOMEN</th>
<th>TOTAL USD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDG BUDGET CATEGORIES</strong></td>
<td>Spotlight (USD)</td>
<td>RUNO Contrib. (USD)</td>
<td>Spotlight (USD)</td>
<td>RUNO Contrib. (USD)</td>
</tr>
<tr>
<td>1. Staff and other personnel</td>
<td>69,200</td>
<td>100,611</td>
<td>68,279</td>
<td>52,163</td>
</tr>
<tr>
<td>2. Supplies, Commodities, Materials</td>
<td>-</td>
<td>-</td>
<td>4,000</td>
<td>-</td>
</tr>
<tr>
<td>3. Equipment, Vehicles, and Furniture (including Depreciation)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4. Contractual services</td>
<td>327,000</td>
<td>-</td>
<td>522,021</td>
<td>-</td>
</tr>
<tr>
<td>5. Travel</td>
<td>30,000</td>
<td>6,000</td>
<td>38,000</td>
<td>-</td>
</tr>
<tr>
<td>6. Transfers and Grants to Counterparts</td>
<td>300,131</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>7. General Operating and other Direct Costs</td>
<td>18,000</td>
<td>11,000</td>
<td>3,100</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Direct Costs</strong></td>
<td>652,411</td>
<td>125,611</td>
<td>652,410</td>
<td>52,103</td>
</tr>
<tr>
<td>8. Indirect Support Costs (Max. 7%)</td>
<td>45,663</td>
<td>45,663</td>
<td>39,382</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL Costs</strong></td>
<td>698,074</td>
<td>125,611</td>
<td>698,073</td>
<td>52,103</td>
</tr>
</tbody>
</table>
Annex I – EUROsociAL

The EU supported EUROsociAL + initiative aims to increase the level of social cohesion in Latin America through support to social, good governance, and gender equality national public policies. The aim is to strengthen the institutions responsible for implementation, so they can provide high quality public services. In particular, the EUROsociAL + programme’s support to regional and national efforts aimed at promoting, managing, and monitoring public policies to advance gender equality and women’s empowerment while fostering gender mainstreaming, will contribute and complement the Spotlight Initiative’s efforts to address VAWG and femicide in the region. Main, relevant areas of the EUROsociAL + programme include:

- Strengthening of the national mechanisms for the advancement of women, peer learning and experience sharing;
- Fostering the implementation of a legal framework favorable to gender equality and facilitating possible ways to support achievement of commitments and monitoring in the region;
- Increasing capacities and knowledge of national institutions on integrating gender approaches in different sectorial policies and on implementing gender responsive policies;
- Improving the use of gender indicators and data, monitoring gender-related public expenditures.

EUROSociAL has demonstrated an active commitment to combating gender-based violence through many actions, both in the programming and development of the Programmes activities, and in the public policies that EUROSociAL supports. Through EUROSociAL, the EU’s interaction with institutions in Latin America in charge of gender equality and women’s empowerment contributed to the following results, inter alia:

- Support to victims of violence: adoption of a care protocol in Argentina; of a comprehensive care protocol for victims of violence in Honduras; creation of a House of Women’s Rights in Argentina, Honduras, Costa Rica, and El Salvador;
- Prevention of violence: the incorporation of a gender-based equity and dignity strategy into the regional model for a comprehensive policy to combat violence and crime; and the drafting of an operational guidebook for gender mainstreaming in prevention policies within the regional framework.

There is strong public expertise in the region, able and willing to support GBV actions. For example, triangular cooperation activities carried out in the region on the topic under EUROsociAL II. EUROSociAL, as a long-term commitment of the EU with Latin America, has proven to be a valid instrument to support the adoption and the reform of public policies, including on gender issues.

EUROSociAL+ initiatives planned for 2018 in target countries:

<table>
<thead>
<tr>
<th>Country</th>
<th>Action</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>Adaptation Adoption of femicide research protocol in province of Buenos Aires, together with the support of the Interior Ministry</td>
<td>Inspired by the #ni una menos movement that garnered strong public support, this action aims to end impunity by punishing all perpetrators of femicide.</td>
</tr>
<tr>
<td></td>
<td>Support for women served by the shelter network in the province of Buenos Aires.</td>
<td>The objective is to strengthen the shelter network, and to integrate women back into the workplace, with a view to prevent their...</td>
</tr>
<tr>
<td>Country</td>
<td>Activity</td>
<td>Description</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Guatemala</td>
<td>Revision of the UN LA protocol on violent death of women.</td>
<td>The epidemic of femicide of young women by gangs is a critical issue in Guatemala. The policy response is an example of good practice for the region and helps broadcast the seriousness of the emergency to the CA sub-region.</td>
</tr>
<tr>
<td></td>
<td>Fight against sexual violence in &quot;maras&quot; (street gangs composed mostly of textile factory workers) with the support of SVET (service of fighting against violence and trafficking)</td>
<td></td>
</tr>
<tr>
<td>Mexico</td>
<td>Evaluation and improvement of the &quot;gender violence and femicide warning&quot; mechanism with the support of CONAVIM</td>
<td>Work will be done mainly on data collection and analysis.</td>
</tr>
<tr>
<td>El Salvador</td>
<td>Support to &quot;Ciudad Mujer&quot; and evaluation of good practices related to supporting women victims of gender violence.</td>
<td>This initiative, co-financed by the IDB, will create a network of women.</td>
</tr>
<tr>
<td></td>
<td>National Survey on violence against women, with the support of women's institute.</td>
<td>This action/initiative will seek co-financing from the IDB.</td>
</tr>
<tr>
<td>Guatemala, Peru, Uruguay, Mexico, Costa Rica</td>
<td>Focus on the education of male aggressors.</td>
<td>Emerging consensus on the need to focus on educating men to improve prevention measures, especially through targeting young people in neighborhoods where there are gangs.</td>
</tr>
</tbody>
</table>
Annex II – Country Selection Criteria and Methodology for Country Shortlisting

The following are the criteria for country selection, along with the accompanying weighting, as approved by the Operational Steering Committee of (OSC) the Spotlight Initiative:

<table>
<thead>
<tr>
<th>Country selection criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Prevalence of the particular form of violence in the region</td>
<td>25 percent</td>
</tr>
<tr>
<td>2. Gender Inequality Index (GII)</td>
<td>25 percent</td>
</tr>
<tr>
<td>3. Level of government commitment towards ending VAWG</td>
<td>15 percent</td>
</tr>
<tr>
<td>4. Absorption capacity at national level</td>
<td>10 percent</td>
</tr>
<tr>
<td>5. Presence and capacity of UN country teams to deliver</td>
<td>5 percent</td>
</tr>
<tr>
<td>6. Presence and capacity of EU delegations in country to engage</td>
<td>5 percent</td>
</tr>
<tr>
<td>7. Enabling environment in country in particular for civil society</td>
<td>5 percent</td>
</tr>
<tr>
<td>8. Existing initiatives on VAWG at regional/country level with the potential to be scaled-up</td>
<td>5 percent</td>
</tr>
<tr>
<td>9. Possibility to produce ‘models’ for replication in other countries/ capacity to influence others in the region (i.e. domino or support effect)</td>
<td>5 percent</td>
</tr>
</tbody>
</table>

The first two criteria are considered primary criteria and the remainder are secondary criteria.

**Stage I: Application of Primary Criteria**

The first stage involved the application of the primary criteria to all 17 countries eligible to receive Spotlight Initiative funds under the Development Cooperation Instrument (DCI) in Latin America: Argentina, Bolivia (Plurinational State of), Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela (Bolivarian Republic of).

**Prevalence of femicide In Latin America**

In the case of ascertaining the prevalence of femicide, it is important to consider that there is a significant challenge in terms of data, and the need to improve access to information and comparability between countries. This is further complicated by the differences in the classification of crimes and the treatment of the information. For this reason, three different indicators were chosen to arrive at a composite measure of the prevalence of femicide in the region:

1. Female homicide victims (2010–15), The Small Arms Survey Database on Violent Deaths (weight of 10 percent)
2. Rate of femicides per 100,000 women (2016), Economic Commission for Latin America and the Caribbean (ECLAC)\(^77\) (weight of 7.5 percent)
3. Percentage of female intentional homicide victims (latest available year 2010-2015), United Nations Office on Drugs and Crime (weight of 7.5 percent)

\(^77\) Data unavailable for two out of 17 countries.
**Standardization of information and weighting**

Based on the available prevalence data, standardized indices were calculated utilizing the same scale, between 0 and 1, and subsequently weighted as indicated above. Where data was unavailable for countries from one of more of the sources specified above, the weights were adjusted accordingly to amount to 25 percent for available data for the other indicators.

**Gender Inequality Index**

In order to enable some level of trend analysis, the GII values reported in the 2010 and 2016 Human Development Reports were used. A simple average was obtained and subsequently assigned a weight of 25 percent.

The two weights were subsequently added for all 17 countries resulting in the rankings captured in table 2 below.

Table 2 - Countries ranked according to application of primary country selection criteria:

<table>
<thead>
<tr>
<th>Country</th>
<th>Weighting (50 percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Honduras</td>
<td>41.41</td>
</tr>
<tr>
<td>El Salvador</td>
<td>39.59</td>
</tr>
<tr>
<td>Bolivia (Plurinational State of)</td>
<td>35.78</td>
</tr>
<tr>
<td>Guatemala</td>
<td>34.80</td>
</tr>
<tr>
<td>Columbia*</td>
<td>28.59</td>
</tr>
<tr>
<td>Brazil</td>
<td>27.94</td>
</tr>
<tr>
<td>Peru</td>
<td>26.13</td>
</tr>
<tr>
<td>Ecuador</td>
<td>26.05</td>
</tr>
<tr>
<td>Mexico</td>
<td>25.87</td>
</tr>
<tr>
<td>Panama</td>
<td>25.80</td>
</tr>
<tr>
<td>Venezuela (Bolivarian Republic of)</td>
<td>25.76</td>
</tr>
<tr>
<td>Paraguay</td>
<td>25.10</td>
</tr>
<tr>
<td>Nicaragua*</td>
<td>24.62</td>
</tr>
<tr>
<td>Uruguay</td>
<td>23.35</td>
</tr>
<tr>
<td>Chile</td>
<td>22.96</td>
</tr>
<tr>
<td>Argentina</td>
<td>22.43</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>18.48</td>
</tr>
</tbody>
</table>

*No available data for rate of femicides per 100,000 women

**Stage II: Application of Secondary Criteria**

The second stage entailed contacting the Resident Coordinators in all 17 eligible countries requesting them to submit:

i. Information on all the secondary criteria for their respective countries
ii. Mappings of existing and pipelined EVAWG programmes and existing and pipelined non-EVAWG joint programmes

**Stage III: Regional Technical Meeting**

The third stage involved discussions with regional experts (external and UN) on country selection, at the Regional Technical Meeting of the Spotlight Initiative held on 07 and 08 December 2017 in Panama City, Panama, that were informed by the application of both the primary and secondary criteria. Political and strategic considerations at the regional level informed the shortlist of countries that emerged from the meeting.
Stage IV: Discussions with EU Counterparts

The final stage of country selection involved discussions with the European Union who had undertaken a similar process of applying the primary criteria (using a slightly different methodology) and the secondary criteria through the European Union delegations in country.

The following list of 10 countries was proposed to the Operational Steering Committee of the Spotlight Initiative for its consideration:

1. Argentina
2. Bolivia
3. Brazil
4. Ecuador
5. El Salvador
6. Guatemala
7. Honduras
8. Mexico
9. Nicaragua
10. Paraguay

At its second meeting on 13 December 2017, the Operational Steering Committee of the Spotlight Initiative approved the following list of 5 priority countries for Latin America:

1. Argentina
2. El Salvador
3. Guatemala
4. Honduras
5. Mexico ( provisionally)

Note: Bolivia, Brazil and Paraguay were retained on a reserve list, to be included if additional funding becomes available from other donors or if for some reason the top four or five countries were deemed not suitable.
Recipient UN Organizations (RUNOs):
UN WOMEN, UNFPA, UNICEF, UNDP

Programme Partner(s):
- Institutions from the Executive branch
- Legislative and Judicial branches
- Civil Society Organizations and Non-Governmental Organizations
- Private sector

Programme Location (provinces or priority areas): Municipality of San Salvador, Municipality of San Martin and Municipality of San Miguel

Programme Description:
The Spotlight Initiative in El Salvador focuses on decreasing femicide and femicidal violence, crimes that occur with such frequency in El Salvador that it is among the countries with the highest rates in the world. Therefore, the programme will address the most critical barriers that prevent victims/survivors of violence and their families from exercising their rights. It will combine immediate response actions and protection for potential victims, using long-term solutions that will strengthen the skills and transformations necessary to save lives.

Involvement in these objectives will mean implementing strategies that guarantee equal access to the opportunities, resources and programme results, ensuring the inclusion of groups facing multiple and intersecting forms of discrimination.

It is important to mention that during the implementation of the programme, emphasis will be placed on the mobilization and interconnection of all of the groups of interest using a comprehensive and integrated agenda that approaches the issue from every aspect and crossing point (the six pillars of the Spotlight Initiative). This involves changes and adaptations within the legal, political and institutional frameworks, in the provision of services, as well as in the way of working and the relationships between institutions and partners.

The merging of development agendas with the SDGs and its focus on equality provides a rights framework that aligns with the programme and allows us to address one of the main causes of the inequality and discrimination of women and girls, which is a hindrance to the sustainable development of the country.

In the framework presented, the programme’s theory of change assumes that opportunities to end femicide and femicidal violence will increase, as long as a “social contract” is reached which brings together and integrates all groups of interest (public, private, women’s and feminist organizations, other civil society groups and development aid), which includes not only legal and universality clauses in order to ensure the rights of women and girls, but also inclusion so that no one is left behind.

Phase I:
Total EU contribution: USD 7,200,000
Total UN Agency Contributions: USD 395,384

Phase II:
Estimated EU contribution: USD 3,183,272 (To be approved)
### Estimated number of beneficiaries:

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td>276,683</td>
<td>2,461,904</td>
</tr>
<tr>
<td><strong>Girls</strong></td>
<td>31,293</td>
<td>1,029,569</td>
</tr>
<tr>
<td><strong>Men</strong></td>
<td>315,371</td>
<td>2,039,952</td>
</tr>
<tr>
<td><strong>Boys</strong></td>
<td>19,491</td>
<td>1,050,435</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>642,838</strong></td>
<td><strong>6,581,860</strong></td>
</tr>
</tbody>
</table>

### INDICATIVE INVESTMENT DISTRIBUTION

#### INVESTMENT by AGENCY

- UNWOMEN: 25%
- UNICEF: 22%
- UNFPA: 22%
- UNDP: 31%

#### INVESTMENT by PILLAR

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1: Legislation</td>
<td>17%</td>
</tr>
<tr>
<td>OUTCOME 2: Institutions</td>
<td>16%</td>
</tr>
<tr>
<td>OUTCOME 3: Norms</td>
<td>27%</td>
</tr>
<tr>
<td>OUTCOME 4: Services</td>
<td>37%</td>
</tr>
<tr>
<td>OUTCOME 5: Data</td>
<td>10%</td>
</tr>
<tr>
<td>OUTCOME 6: Civil Society</td>
<td>5%</td>
</tr>
</tbody>
</table>

Note: *Investment by Pillar: These are percentages of total Programme Outcome Costs. 17% of the total Direct Programme costs are allocated to Programme Management Costs to serve the six pillars/outcomes.*

#### RATIO of PROGRAMME OUTCOME COSTS vs PROGRAMME MANAGEMENT COSTS

- Programme Management Costs [Percentage]
- [Category Name] [Percentage]
## OUTCOMES, OUTPUTS AND KEY ACTIVITIES

### OUTCOME 1

El Salvador will rely on integral public legal and political frameworks for the prevention, investigation and prosecution of cases of femicide and femicidal violence faced by women and girls in order to provide full reparation to the victims, survivors and their families, taking life cycle and the intersectionality of discriminations into account.

- **I.1.1.** Comprehensive legal and political framework on femicide and femicidal violence, which adequately addresses the issue of all women’s and girls’ rights — including the exercise and access to sexual and reproductive health — based on evidence and harmonised with international human rights standards

- **I.1.2.** Evidence-based national plans and monitoring frameworks on femicide and femicidal violence, financed and developed on a participatory basis, supporting the rights of all women and girls.

### OUTPUT 1.1

The decision makers of the State agencies, women’s and feminist organizations, and human rights organizations, have developed capacities to assess, adapt and draft new or existing legislation, including on gender equality, which respond to the groups facing multiple and intersecting forms of discrimination, and are harmonised with international human rights standards.

- **I.1.1.1.** Number of new or reinforced draft laws on femicide and femicidal violence, including women, girls and groups facing multiple and intersecting discriminations, harmonised with international human rights standards

- **I.1.1.2.** Proportion of draft legislation and/or policies on femicide and femicidal violence and gender equality and non-discrimination which have received significant inputs from women’s rights advocates

- **I.1.1.3.** Number of parliamentarians and human rights institution staff members with strengthened capacities to advocate, write new and/or strengthen and implement existing legislation and/or policies on femicide and femicidal violence and/or gender equality and non-discrimination

### OUTPUT 1.2

Decision makers from State agencies, women’s and feminist organizations and human rights organizations, have strengthened their capacity to develop policies and action plans, with financing mechanisms and monitoring and evaluation frameworks, including the approach based on life cycle and the intersectionality of discriminations, harmonised with international human rights standards.

- **I.1.2.1.** Number of evidence-based draft policies and/or national action plans on femicide and femicidal violence, advocating the rights of the groups facing multiple and intersecting forms of discrimination, with a sensitization strategy, M&E frameworks, budget and financing mechanisms.

### Key activities

To achieve these objectives, the following activities will be prioritized:

- Revision, re-drafting (when necessary) and advocacy of existing laws, in particular the Special Act for Comprehensive Protection of Children and Adolescents, Family Code,
Penal Code and Criminal Procedure Code, for comprehensive protection of girls and adolescents with a focus on intersectionality and evidence-based, ensuring consistency with the international framework on human rights and among national legal instruments.

- Evaluation of the Special and Comprehensive Law for a Life Free of Violence against Women, that contributes, among other aspects, to the revision, drafting, advocacy and reform proposal of the Penal Code, to ensure alignment with international human rights standards for women (MESECVI/Belem do Pará and CEDAW).
- Revision and advocacy for the approval of draft legislation on special criminal procedures, restitution of rights and political violence, to make them consistent with international human rights standards and due diligence.
- Execution of an advocacy strategy with political parties and the Legislature, especially with the Women’s Parliamentary Group, for awareness raising and developing knowledge to build evidenced-based decision-making on topics related to femicidal violence and femicide.
- Updating of the Política Nacional para el Acceso de las Mujeres a una Vida Libre de Violencia (National Policy for Women’s Access to a Life Free of Violence), evaluation of the implementation of the Plan de Acción de la Política Nacional (National Policy Action Plan) (2016-2021)

<table>
<thead>
<tr>
<th>OUTCOME 2</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justice, health, education, and women’s and children’s institutions have the skills to prevent, detect, respond to, and protect women and girls who are victims of violence in addition to their families, at national and local levels, including groups who face multiple, intersecting forms of discrimination.</td>
<td></td>
</tr>
<tr>
<td>- I.2.1. National coordination as well as coordination and supervision mechanisms at the highest operating level, to address femicide and femicidal violence, that include the representation of marginalized groups.</td>
<td></td>
</tr>
<tr>
<td>- I.2.2. Number of plans integrating femicide distributed across five sectors (health, social services, education, justice, security and culture), based on evidence and aligned with the globally agreed standards.</td>
<td></td>
</tr>
<tr>
<td>Output 2.1. Key institutions of State agencies have strengthened capacities to develop and implement programmes aimed at preventing and responding to femicide and femicidal violence, based on evidence, including those groups of women and girls who face multiple and intersecting forms of discrimination.</td>
<td></td>
</tr>
<tr>
<td>- I.2.1.1. Number of strategies, plans and programmes from other relevant sectors integrating efforts to combat femicide and femicidal violence, developed in accordance with international human rights standards.</td>
<td></td>
</tr>
<tr>
<td>- I.2.1.2. Percentage of national training institutions for civil servants that have integrated gender equality and violence against women, as well as international standards, into their curricula.</td>
<td></td>
</tr>
<tr>
<td>- I.2.1.3. Number of key government officials with strengthened capacities to develop and implement programmes aimed at preventing and responding to femicide and femicidal violence.</td>
<td></td>
</tr>
<tr>
<td>Output 2.2. National mechanisms for multisector coordination at the highest level, strengthened and financed, involving the representation of the groups most neglected in the fulfilment of their rights.</td>
<td></td>
</tr>
<tr>
<td>- I.2.2.1. Proportion of multisectoral coordination mechanisms established or strengthened at the highest level, with a clear mandate and governance structure and with annual work plans to address femicide and femicidal violence.</td>
<td></td>
</tr>
<tr>
<td>- 2.2.2. Proportion of national and sub-national multi-stakeholder coordination mechanisms involving representatives of groups facing intersecting forms of discrimination.</td>
<td></td>
</tr>
</tbody>
</table>
Key activities

To achieve these objectives, the following activities will be prioritized:

- Updating of institutional policies in the justice sector (District Attorney’s Office, the Supreme Court of Justice, Specialized Courts) and the Legislature to mainstream the focus on gender and violence against women and girls, including intersectionality of discriminations, harmonized with international human rights standards.
- Incorporation of gender perspective in the follow-up and monitoring of the Política Presupuestaria (Budgetary Policy) of the Ministry of Finance and in the application of the planning guidelines.
- Updating and implementation of Protocolo Interinstitucional de Feminicidio (Inter-institutional Protocol for Femicide) and its tools for operationalization with judges, prosecutors, investigative personnel of the police and forensic medicine.
- Installation and development of work tools in the Unit of Analysis and Unit of the prosecutor’s office specialized in femicide (titled the Dirección Nacional de la Mujer, Niñez, Adolescencia, Población LGTBI y otros Grupos en Condiciones de Vulnerabilidad (National Directorate for Women, Children, Adolescents, LGTBI Population and other Vulnerable Groups), for the investigation of the crime of femicide promoting the use of new technologies, data disaggregation and analysis of acts of violence against the LGBTI population.
- Adaptation of the national SDG platform to mainstream the focus on gender and femicidal violence in the monitoring, evaluation and accountability of the Agenda Nacional de Desarrollo Sostenible (National Agenda for Sustainable Development), without leaving anyone behind, particularly young women.
- Evaluation of the impact of training processes linked to violence against women and femicidal violence developed by training schools in the justice and security sector, to identify knowledge gaps, the application of these trainings, and incorporate quality improvements in the training plans and processes.
- Renew the training plan for schools in the justice and security sector, and the training of trainers, so as to increase quality and competences in the prosecution of cases of violence against women and girls, with emphasis on femicidal violence, using a life cycle and intersectionality of discrimination approach.
- Development of coordination mechanisms and tools for the institutions that make up the National System for the Comprehensive Protection of Children and Adolescents and care for children, in particular for the Child Protection Boards, Local Rights Committees, Violence Prevention Municipal Committee and the Local Councils for Children and Adolescents, ensuring the inclusion and representation of the most vulnerable groups.
- Development of an inter-institutional and intersectoral road map and action plan to prevent and respond to violence against children, prioritizing vulnerable groups, in accordance with the requirements of the Global Alliance to End Violence against Children, which has the contributions of civil society organizations.
- Development of work instruments (guides, guidelines) to strengthen the National Care System for Women facing Violence, including groups that undergo multiple and intersecting form of discrimination.
- Multisector dialogue is promoted, generating agreements to set up the bases to accelerate the reduction of femicides and femicidal violence in the country, and encouraging the participation of the rural women’s network, the women with disabilities network and the LGBTI population federation, linked with existing national dialogue spaces.
- Strengthen dialogue of the Municipal Committees for the Prevention of Violence (CMPV) and the leaders of prioritized municipal governments, for the cohesion and effectiveness.
of the implementation of the joint strategies of the different local mechanisms that address gender-based violence against women and girls.

<table>
<thead>
<tr>
<th>OUTCOME 3</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Salvadoran population, both at the community and individual level, is empowered and actively participates in the adoption of norms, attitudes and behaviours against discrimination, and in the prevention and reporting of femicides and femicidal violence.</td>
<td><strong>Output 3.1.</strong> Institutions with programmes on comprehensive sexuality education programmes and prevention of violence against women and girls, adequate and harmonised with international standards, carried out inside and outside the school.</td>
</tr>
<tr>
<td>- <strong>I.3.1.</strong> Percentage of people who think it is acceptable for a man to hit his partner or wife. Disaggregated by age and sex.</td>
<td>- <strong>I.3.1.1.</strong> A draft of the Comprehensive Sexuality Education Policy, new and/or strengthened in line with international standards (EIS strengthened in its implementation).</td>
</tr>
<tr>
<td></td>
<td>- <strong>I.3.1.2.</strong> Number of young women and girls, young men and boys participating in programmes promoting gender-equitable standards, attitudes and behaviours and the exercise of rights, including reproductive rights, inside and outside the school.</td>
</tr>
<tr>
<td></td>
<td><strong>Output 3.2.</strong> Community platforms and public information programmes are strengthened, with a view to raising awareness and promoting changes in the standards, attitudes and behaviours related to gender, sexuality and reproduction of women and girls, and the transformation of harmful masculinities.</td>
</tr>
<tr>
<td></td>
<td>- <strong>3.2.1.</strong> Number of people reached by campaigns challenging harmful social standards and gender stereotypes.</td>
</tr>
<tr>
<td></td>
<td>- <strong>I.3.2.2.</strong> Number of developed and disseminated campaigns challenging harmful social standards and gender stereotypes, including those related to women and girls who face multiple and intersecting forms of discrimination.</td>
</tr>
</tbody>
</table>

**Key activities**

To achieve these objectives, the following activities will be prioritized:

- Execution of the Comprehensive Sexuality Education Implementation Plan (2017-2020) of the Ministry of Education in the education community of the prioritized municipalities.
- Inter-institutional implementation of the National Strategy for the Prevention of Sexual Violence for girls and adolescents, in the prioritized municipalities.
- Design of an instrument for the mainstreaming of the prevention of gender violence, life cycle and intersectionality of discrimination in the study plans of Higher Education Institutions.
- Implementation of programmes for gender violence prevention in schools, which include, among others, strengthening student mediation units and creating student committees with an emphasis on gender violence prevention Política de Equidad e Igualdad de Género del Ministerio de Educación (Gender Equity and Equality Policy of the Ministry of Gender Education).
- Creation of safe spaces with municipal revitalization plans, development of positive upbringing programmes focused on early detection of signs of abuse and violence, particularly for children with disabilities, the promotion of peaceful coexistence, and the prevention of gender violence within the realm of education, family, and the environment of children.
- Design of the community prevention and care strategies for femicide and femicidal violence implemented by women’s and feminist organisations.
- Training for leaders of Faith Based Organisations (FBO) on sexual and reproductive rights for the prevention of femicidal violence.
- Promotion and execution of communication interventions for innovative development with public (local governments, ISNA, CONNA, among others), private, and civil society actors who propel change in regulations, attitudes, and behaviours in relation to gender, and who create protective conditions for girls and boys.
- Implementation of programmes for training on new masculinities in prioritized municipalities, aimed both at victim-services operators as well as youth and youth networks, using innovative tools.
- Call for proposals (accompanied by training sessions for the media, advertising agencies and journalism schools); and annual awards to promote best practices in how themes of sexual violence, femicidal violence and gender identity are handled.
- Execution of awareness raising campaigns about the importance a culture of respect and all the forms of gender-based violence, in particular sexual violence and femicide, through culture and leisure activities (theatre, murals, etc.) in the prioritized municipalities.
- Consultancy on the development of an awareness campaign to prevent violence against women for the Somos Paz movement in the private sector.

<table>
<thead>
<tr>
<th>OUTCOME 4</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 4.1.</strong> Relevant public institutions and civil society organizations have developed capacities to provide quality and coordinated essential services (according to the United Nations Package), to women and girls who are survivors of violence, especially those who face multiple and intersecting forms of discrimination.</td>
<td><strong>4.1. Proportion of women and girls, including those who face multiple and intersecting forms of discrimination, who experienced sexual or physical violence and seek help, by sector.</strong></td>
</tr>
<tr>
<td>- I.4.1.1. A centralized risk assessment system and/or early warning systems that gather information from the police, health and justice sectors.</td>
<td>- I.4.1.2. Number of government service operators who have increased their knowledge and skills to provide quality and coordinated essential services to women and girls who are survivors of violence (and/or their families, where appropriate).</td>
</tr>
<tr>
<td>- I.4.1.3. Number of government service operators who have increased their knowledge and skills to better integrate the response to violence against women and young girls/femicide in sexual and reproductive health, education and migration services.</td>
<td>- I.4.1.4. Number of women’s rights organizations who have increased their knowledge and skills to provide quality and coordinated essential services to women and girls who are survivors of violence (and/or their families, where appropriate).</td>
</tr>
<tr>
<td>- I.4.1.5. Developed and/or strengthened guidelines or</td>
<td></td>
</tr>
<tr>
<td>Women and girls who have been victims and survivors of violence have access to essential services that meet quality standards.</td>
<td></td>
</tr>
<tr>
<td>national protocols in line with the guide and tools for essential services. (currently, El Salvador have a strategy that will be improve)</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>Output 4.2.</strong> Women and girls who survive violence, along with their families, are informed of and access essential, quality, friendly services at the local and community level, ensuring the inclusion of differences in the life cycle and intersectionality of discrimination.</td>
<td></td>
</tr>
<tr>
<td>- I.4.2.1. Number of women and girls who are survivors of violence who have increased their knowledge and access to quality essential services (and/or their families, where appropriate).</td>
<td></td>
</tr>
<tr>
<td>- 4.2.2. Number of strategies aimed at increasing knowledge and access to services in women and girls, including groups facing multiple and intersecting forms of discrimination (and their families, where appropriate).</td>
<td></td>
</tr>
</tbody>
</table>

### Key activities

To achieve these objectives, the following activities will be prioritized:

- Standardization of the National Care System for Women [and Girls] facing violence, based on the United Nations “Essential Services Package” and development of the corresponding guidelines for the health sector and implementation in the selected municipalities.
- Implementation in the courts of common mechanisms for the referral to basic essential health, justice, police and social services in cases involving immediate intervention in the prioritized municipalities to stop cycles of violence, prevent returns to the system and grant reparation measures.
- Development of tools for health institutions in the National System for the Comprehensive Protection of Children and Adolescents and service operators at the local level that allows for timely identification in cases of violence, service with quality and warmth and victim rehabilitation, to strengthen their capacity for comprehensive care to girls (in coordination with UNAIDS).
- Provision of software tool to the Peace Courts and Specialized Courts for a Life Free from Violence and Discrimination against Women, for the application and monitoring of protection measures in coordination with other institutions in the selected municipalities.
- Training of prosecutors on the Criminal Prosecution Policy in the area of violence against women, including the perspective based on life cycle and intersectionality of discrimination.
- Strengthening the competences of the personnel in the institutions that are part of the System for the Comprehensive Protection of Children and Adolescents, who are in charge of processing cases of femicidal violence and violence against girls, with a life cycle approach and the intersectionality of discriminations.
- Formulation and implementation of the National Strategy for the Prevention of violence against women younger than 18 years of age, in the prioritized municipalities.
- Updating and implementation of a Programme for care and protection of girl and adolescent survivors of sexual violence in alignment with the National Care System.
- Awareness raising and promotion of the formal complaint process and access to justice through the use of technologies, other innovative and fun tools in prioritized municipalities.
municipalities, encouraging the participation of local actors in their design (through grants).

- Development of a monitoring and evaluation system for the implementation of the Criminal Prosecution Policy in regard to violence against women.
- Development of prosecutors’ competencies in the use of technology and scientific evidence in cases of femicidal violence in the prioritized municipalities, with the participation of public officials from the Institute of Legal Medicine and National Civil Police.
- Execution of community awareness raising strategies, use of digital applications and information for locating essential services, to disseminate information on access to quality services for women of all ages.
- Strengthening of the capacities of the personnel of the Specialized Care Units for women in situations of violence UNIMUJER/ODAC and of the EVIM specialized teams for criminal investigation in the National Civil Police in prioritized municipalities, ensuring that they include the groups that face multiple and intersecting discrimination.
- Equipment (including the provision of GESELL chambers) and design of standardized tools for training public operators at the Institutional Specialized Care Units for Women victims of sexual violence in the health sector and in Ciudad Mujer (UIAM), to improve access and the quality of care for women and girls based on international standards.
- Territorial extension of the Care Centres for Child and Adolescent Victims (CENI) model and Gesell chambers in the prioritized municipalities.
- Provision of mobile units and training processes for the implementation of the Ciudad Mujer Comunitaria (Community Woman City) model in the prioritized municipalities, as well as for the territorial extension of the Ciudad Mujer Joven (City Woman Youth) comprehensive care model.

<table>
<thead>
<tr>
<th>OUTCOME 5</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pertinent public institutions and human rights social organizations</td>
<td>Output 5.1. Public, private, and civil society institutions specializing in statistics and research have consolidated their ability to standardize, collect, and analyse data related to femicide and violence against women and girls, in accordance with international and regional regulations.</td>
</tr>
<tr>
<td>are producing, analysing, and disseminating evidence about femicide and</td>
<td>- I.5.1.1. Number of governmental staff in different sectors, including service operators, who have improved capacity to collect quantitative and qualitative data on the prevalence and/or rate of femicide and violence against women and girls, in accordance with international standards.</td>
</tr>
<tr>
<td>femicidal violence, which support the composition, monitoring, and</td>
<td>OUTPUT 5.2. Strategies for disseminating information and knowledge products are developed for debate and creation of public opinion, for use in decision-making, to monitor laws, policies, and programmes, and to change cultural patterns.</td>
</tr>
<tr>
<td>evaluation of public policies and SDGs related to femicide and violence</td>
<td>- I.5.2.1. Number of knowledge products developed and disseminated for making decisions on laws, policies, and programmes based on evidence.</td>
</tr>
<tr>
<td>against women.</td>
<td></td>
</tr>
<tr>
<td>- I.5.1. Free and public information that regularly reports on femicide</td>
<td></td>
</tr>
<tr>
<td>and various forms of gender violence.</td>
<td></td>
</tr>
<tr>
<td>- I.5.2. Statistics related to violence against women and girls and femicide,</td>
<td></td>
</tr>
<tr>
<td>disaggregated by income level, sex, age, ethnicity, disability,</td>
<td></td>
</tr>
<tr>
<td>geographic location, and other relevant characteristics in the national</td>
<td></td>
</tr>
<tr>
<td>context.</td>
<td></td>
</tr>
</tbody>
</table>
To achieve these objectives, the following activities will be prioritized:

- Strengthening of the technical capacities and equipment of the institutions that participate in the National System for Data, Statistics and Information on Violence Against Women to improve the quality, standardization, comparability and dissemination of data and analysis from administrative records and surveys, and to consolidate open data tools and align them with ethics, legality and confidentiality standards.
- Technical support to ISDEMU and Civil Society to strengthen the capacities for analysis and generation of information on femicidal violence and femicides, and for its dissemination.
- Implementation of a research agenda related to femicidal violence and femicide and sharing of studies in formats accessible to people with disabilities, in partnership with civil society, academia and public institutions, including in the analysis of human rights advocates and groups facing multiple and intersecting discrimination (LGBTI, people with disabilities, girls, rural women, women living in poverty, etc.).

<table>
<thead>
<tr>
<th>OUTCOME 6</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>The women's movement and civil society organizations have strengthened their ability to promote and empower to make progress on eliminating violence against women and girls and eradicating femicide, including populations with special protection needs.</td>
<td></td>
</tr>
<tr>
<td><strong>OUTPUT 6.1.</strong> Women's rights groups and civil society organizations have expanded opportunities and support for sharing knowledge, networks, and partners, and to jointly defend the fight against femicide and femicidal violence on a local, national, and global level</td>
<td></td>
</tr>
<tr>
<td>- I.6.1.1. <em>Number of agreed recommendations produced jointly as a result of dialogue among multiple stakeholders, including representatives from groups facing multiple and intersecting forms of discrimination.</em></td>
<td></td>
</tr>
<tr>
<td><strong>OUTPUT 6.2.</strong> Women's rights groups and pertinent civil society organizations have better support to utilize the social auditing mechanisms and more broadly support their defence of and impact on the prevention and response to femicidal violence and gender equality.</td>
<td></td>
</tr>
<tr>
<td>- I.6.2.1. <em>Number of women's rights groups and civil society organizations that receive support utilizing appropriate mechanisms for accountability (CEDAW, UPR, shadow reports, and accounting mechanisms such as social audits and other instruments).</em></td>
<td></td>
</tr>
<tr>
<td><strong>OUTPUT 6.3.</strong> Women's and feminist organizations, youth organizations and organizations representing groups that face multiple discriminations with strengthened capacities for the design, implementation and monitoring of programmes on femicide and femicidal violence.</td>
<td></td>
</tr>
<tr>
<td>- 6.3.1. <em>Number of relevant women's rights groups and CSOs that utilize knowledge products developed by United Nations agencies in designing their own programmes on femicide.</em></td>
<td></td>
</tr>
</tbody>
</table>
Key activities

To achieve these objectives, the following activities will be prioritized:

- Monitoring by civil society organizations of the implementation of the Action Plan established in Resolution No. 1325 on Women, Peace and Security.
- Monitoring by civil society organizations on the implementation of the Roadmap and National Plan for the Prevention of Violence against Children and Adolescents, within the framework of the Alliance to End Violence against Children at the national level.
- Development of research on the resolutions and sentences for cases in the justice system; creation of reports on the application of laws, awareness raising and proposed changes.
- Training for leaders of Faith Based Organisations (FBO) on sexual and reproductive rights for the prevention of femicidal violence.
- Reinforcement of the capacities of women’s organizations for monitoring and tracking compliance with recommendations for international mechanisms for the protection of human rights.
- Execution of monitoring strategies for the 911 system with civil society organisations to improve victim protection.
- Implementation of innovative social audit methods to monitor and evaluate the quality of the services provided by the Institutional Specialized Care Units (UIAEM) in the territories.
- Implementation by civil society of comprehensive care programs (legal support, psychological care, among others) to women victims of violence, in the prioritized municipalities.
- Competition for the promotion of affirmative action on violence against women and femicidal violence, in the three intervention municipalities, aimed at civil society organizations.

ALIGNMENT WITH SDG TARGETS AND INDICATORS

Pillar 1

This pillar will contribute to SDG 5 with reference to updated policy frameworks; to SDG 10 in relation to the reduction of outcome inequality and the elimination of discriminatory laws, policies and practices; to SDG 16 in relation to inclusive and participative policy making in high-level spaces for dialogue on gender, and to SDG 17 in relation to the multisectoral and inter-institutional partnerships that will be created.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
</table>
| 5   | ▪ Target 5.1 End all forms of discrimination against women and girls everywhere.  
▪ 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.  
▪ Target 5.c Adopt and strengthen sound policies and enforceable legislation for the | ▪ 5.1.1 Determine whether legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex  
▪ 5.5.1 Proportion of seats held by women in (a) national parliaments and (b) local governments |
promotion of gender equality and the empowerment of all women and girls at all levels.

| 16 | ▪ 16.7 Guarantee the adoption at all levels of inclusive, participatory and representative decisions that respond to necessities. | ▪ 16.7.1 Percentage of positions (disaggregated by sex, age and disabled persons) occupied in the Legislative Assembly, National Institutions, Local Governments, Public Administration and Judicial System, in comparison to national distributions. |
| 17 | ▪ Target 17.16 Enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries. | ▪ 17.17.1. Amount of United States dollars committed to public-private and civil society partnerships. |

**Pillar 2**

The pillar aligns with: SDG 3 in that the programme will support the implementation of the National Strategy for the Prevention of Violence and the Programme for the Care and Protection of Girl and Adolescent Survivors of Sexual Violence; SDG 4 by guaranteeing that the Comprehensive Sexuality Education Policy will be created, with SDG 5 in that the programme seeks to promote the elimination of all types of violence, strengthening those institutions that implement policies of equality and mandates for a life free from violence for women and girls, with SDG 16 in reference to efficiency, transparency and institutional capabilities for preventing violence, as well as in regard of inclusive and participatory decision-making from high-level gender dialogue instances, and with SDG 17 regarding partnerships at the regional and domestic levels.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>▪ Target 5.2 Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.</td>
<td>▪ 5.1.1.a Percentage of State Institutions implementing at least 2 policy instruments for equality/eradication of discrimination. ▪ 5.2.2.a State institutions implementing specific mandates regarding the access to a life free of violence for women.</td>
</tr>
<tr>
<td>16</td>
<td>▪ Target 16.6 Develop effective, accountable and transparent institutions at all levels. ▪ Target 16.a Strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime.</td>
<td>▪ 16.6.1.a Government spending on social development as a proportion of the original approved budget. ▪ 16.a.1 Existence of independent national human rights institutions, in compliance with the provisions of the Paris Principles. ▪ 16.a.1.a. Value of Official Development Assistance received for preventing violence and combating crime.</td>
</tr>
<tr>
<td>17</td>
<td>▪ Target 17.9 Enhance international support for implementing effective and targeted capacity building in developing countries to</td>
<td>▪ 17.17.1. Amount of United States dollars committed to public-private and civil society partnerships.</td>
</tr>
</tbody>
</table>
support national plans to implement all sustainable development goals, including through North-South, South-South, and triangular cooperation.

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

### Pillar 3

This pillar will contribute to: SDG 3 with reference to comprehensive sexuality education; SDG 4 by reinforcing education about gender equality and human rights; SDG 5 with reference to the elimination of harmful practices for women and girls, as well as comprehensive sexuality education; SDG 16 for its contribution to the reduction of all forms of violence through prevention strategies; and to SDG 17 with reference to the creation of safe public spaces for women and girls, and the establishment of alliances with different actors, including the private sector.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Target 4.7 By 2030 ensure all learners acquire knowledge and skills needed to promote sustainable development, including among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture’s contribution to sustainable development.</td>
<td>4.7.1 Degree to which i) world civic education and ii) education for sustainable development, including gender equality and human rights, are integrated at all levels into: a) national education policies, b) study plans, c) teacher training and d) student evaluations.</td>
</tr>
<tr>
<td>5</td>
<td>Target 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations. 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 ICPD and the Beijing Platform for Action and the outcome documents of their review conferences.</td>
<td>5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18. 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.</td>
</tr>
<tr>
<td>16</td>
<td>Target 16.1 Significantly reduce all forms of violence and related death rates everywhere.</td>
<td>16.1.4 Proportion of population that feel safe walking alone around the area they live.</td>
</tr>
<tr>
<td>17</td>
<td>Target 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities.</td>
<td>11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status and place of occurrence, in the previous 12 months.</td>
</tr>
</tbody>
</table>

### Pillar 4
This pillar is aligned with: SDG 3 and SDG 5 about universal access to sexual health and reproductive services; SDG 10, which fosters the prevention of discrimination against victims accessing services; SDG 16 about the measurement of satisfaction with public services and access to justice; and SDG 17 in relation to partnerships between various members at the local and national level.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Target 3.7 By 2030 ensure universal access to sexual and reproductive health care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.</td>
<td>3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group.</td>
</tr>
<tr>
<td>5</td>
<td>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 ICPD and the Beijing Platform for Action and the outcome documents of their review conferences.</td>
<td>5.6.1 Proportion of women aged 15-49 years who make their own informed decisions regarding sexual relations and contraceptive use.</td>
</tr>
<tr>
<td></td>
<td>5.6.1</td>
<td>5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women aged 15 years and older to sexual and reproductive health care.</td>
</tr>
<tr>
<td>10</td>
<td>Target 10.3 Ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard.</td>
<td>10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months.</td>
</tr>
<tr>
<td>16</td>
<td>Target 16.1 Significantly reduce all forms of violence and related death rates everywhere.</td>
<td>16.1.3.a. Number of individual victims of physical violence in cases brought to trial.</td>
</tr>
<tr>
<td></td>
<td>Target 16.2 End abuse, exploitation, trafficking and all forms of violence and torture against children.</td>
<td>16.1.3.b Number of individual victims of sexual violence in cases brought to trial.</td>
</tr>
<tr>
<td></td>
<td>Target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all.</td>
<td>16.2.1.a Number of threats or violations of the right to personal integrity of children and adolescents received in Protection Boards.</td>
</tr>
<tr>
<td></td>
<td>Target 16.6 Develop effective, accountable and transparent institutions at all levels.</td>
<td>16.2.3.a Number of threats or violations of the right to sexual integrity of children and adolescents received in Protection Boards.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimisation to competent authorities or other officially recognized conflict resolution mechanisms.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16.3.1.a Percentage of victims of rape who have received Post-Exposure Prophylaxis (PEP) for HIV. (Unify unit of measure with data).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>16.6.2 Proportion of population satisfied with their last experience of public services.</td>
</tr>
</tbody>
</table>
**Pillar 5**

This pillar links with the monitoring of all the SDGs, supporting the SDG Monitoring and Evaluation System of El Salvador. It particularly contributes toward SDG 5 and SDG 16 regarding access to public information, and to SDG 17 with respect to principles that govern the use of official statistics.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>▪ Target 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</td>
<td>▪ 16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information.</td>
</tr>
<tr>
<td>17</td>
<td>▪ Target 17.18: By 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, 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.</td>
<td>▪ 17.18.1 Proportion of sustainable development indicators produced at the national level. ▪ 17.18.3 Number of countries with a national statistical plan that is fully funded.</td>
</tr>
</tbody>
</table>

**Pillar 6**

Regarding the 2030 Agenda, the role of civil society and other non-state organizations has been significant. The creation of the country’s roadmap has involved extensive consultations that form the basis for deepening partnerships, which in turn contributes to deepening the dialogue necessary for the achievement of all the SDGs, including the eradication of all types of violence against women and girls. This pillar is in alignment with SDG 17 relating to joint partnerships between the public and private sectors and civil society. However, civil society plays an important role in meeting all 2030 Agenda objectives.

<table>
<thead>
<tr>
<th>SDG</th>
<th>TARGETS</th>
<th>Indicators established in the Follow-up and Evaluation System of the SDGs in El Salvador</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>▪ Target 17.17 Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.</td>
<td>▪ 17.17.1. Amount of United States dollars committed to public-private and civil society partnerships.</td>
</tr>
</tbody>
</table>
Political and technical management of the Programme

For the governance of the Programme, a structure is created that allows collective decision-making and constant interaction between the stakeholders on programme management, a regular flow of information among the parties, and flexible incorporation of the recommendations that will emerge during programme implementation.

Dedicated teams will be formed on three levels: institutional, executive, and operative policy.

Two types of relationships between the parties are promoted at all times: (i) those aimed at generating a better result as a group than the sum of the independent results; (ii) those related to programme operation, which implies directives that facilitate verification of the fulfilment of objectives.

The main bodies that govern management and implementation of the programme are the following:
1. Steering Committee

A Steering Committee was formed with the principal task of tracking and supervising the implementation of the Spotlight Country Programme. It is comprised of key actors with the responsibility of executing and tracking this initiative, with a total of nine individuals. However, other stakeholders will be invited to collaborate in planning, deliberation, and supervision roles. This includes representatives from academic and research institutions, local communities, media, and the private sector, when it is deemed necessary by the Committee.

The Committee will meet every 6 months.

Main functions:

- to assure the alignment, as well as the internal and external consistency of the Programme.
- to assure appropriate communication, coordination, and participation in the Spotlight Initiative on the national level.
- to approve the annual Programme work plans, monitoring the success of the outputs (intermediate results).
- to review and approve the periodic and annual narrative reports presented by the receiving organizations of the United Nations.
- to approve any programmatic or budgetary revision (revisions of less than 25% of the budget value).
- Review the risk management strategies and ensure that the programme manages and mitigates risks proactively.
- to manage relations with stakeholders within the country.

Composition:

<table>
<thead>
<tr>
<th>United Nations</th>
<th>Resident Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UN Women Representative</td>
</tr>
<tr>
<td>European Union</td>
<td>European Union Delegation Representative</td>
</tr>
<tr>
<td>Government</td>
<td>Foreign Minister</td>
</tr>
<tr>
<td></td>
<td>Ministry of Justice and Public Security</td>
</tr>
<tr>
<td></td>
<td>Director of the Salvadoran Institute for the Advancement of Women</td>
</tr>
<tr>
<td></td>
<td>Director of the National Council for Children and Adolescents</td>
</tr>
<tr>
<td>Civil Society</td>
<td>Two representatives from the National Civil Society Reference Group</td>
</tr>
</tbody>
</table>

2. Technical Committee

A Technical Committee is established, with the role of facilitating and assuring agreement between the strategic decisions of the Steering Committee and the operative mechanisms of the Programme's implementation. It will be comprised of representatives from the different key actors, with a total of 19 individuals.

The Committee will meet every 3 months.

Main functions:
• to assure optimal execution of the programme in the receiving agencies and their partners.
• To facilitate the execution of the agreements of the Steering Committee.
• To build a work network.
• To promote the planning and schedules of shared work and monitor their compliance.
• To supervise and support the creation of reports.
• To propose tools to help the coordination work, making them more flexible and efficient.
• To present recommendations to the Steering Committee.

Composition:

<table>
<thead>
<tr>
<th>United Nations</th>
<th>UN Women, UNICEF, UNFPA, UNDP, and the Resident Coordinator's Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Union</td>
<td>Delegation from the European Union in El Salvador</td>
</tr>
<tr>
<td>Government</td>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td></td>
<td>Ministry of Justice and Public Security</td>
</tr>
<tr>
<td></td>
<td>Salvadoran Institute for the Advancement of Women</td>
</tr>
<tr>
<td></td>
<td>Technical Secretariat and Presidential Planning Office</td>
</tr>
<tr>
<td></td>
<td>National Council for Children and Adolescents</td>
</tr>
<tr>
<td></td>
<td>Technical Unit of the Commission for Coordination of the Justice</td>
</tr>
<tr>
<td></td>
<td>Sector (UTE) Ministry of Health</td>
</tr>
<tr>
<td></td>
<td>Ministry of Education</td>
</tr>
<tr>
<td></td>
<td>Three representatives from the prioritized municipalities</td>
</tr>
<tr>
<td>Civil Society</td>
<td>Two representatives from the National Civil Society Reference Group</td>
</tr>
</tbody>
</table>

As with the Steering Committee, the Technical Committee will invite other stakeholders to collaborate in planning roles. This includes representatives from academic and research institutions, local communities, the media, and the private sector.

3. **Civil Society National Reference Group**

The National Civil Society Reference Group (GRSC) is established to advise on the Country Programme and execute social auditing in completing their objectives.

Main functions:

• To provide counsel on current issues related to femicide and femicidal violence, as well as on the strategic direction of the Spotlight Initiative and relevant policy questions at the country level.
• To be co-responsible for promotion and communication activities, including the dissemination of Spotlight Initiative messages to the public, especially to adolescents and young people and the media.
• To provide counsel to the implementing organizations on the strategies and actions in progress, the opportunities and possibilities of expanding their reach, and to address challenges.
• To serve as an interactive space and open forum for dialogue/learning between the Spotlight Initiative and the women's rights organizations who work to eradicate femicide, femicidal violence, and other forms of violence against women and girls.
To provide other relevant information, analysis, and lessons learned, which could feed into future programming and Spotlight Initiative promotion efforts.

To support the monitoring efforts of the Spotlight Coordinating Team, and to advise the Technical Committee on programme implementation, also providing feedback to the Steering Committee of the Country Programme.

Composition:

The group will be comprised of individuals from women and feminist organizations, other relevant civil society organizations — including those that represent young women, adolescents, and girls — and groups that face intersecting forms of discrimination.
ARGENTINA Country Programme Profile

Recipient UN Organizations (RUNOs):
UNDP, UNFPA, ILO, UN WOMEN

Programme Partner(s):
- United Nations Children’s Fund (UNICEF)
- National Institute for Women (INAM)
- Office for Women (Supreme Court of Justice)
- Under-Secretary of Access to Justice (Ministry of Justice and Human Rights)
- Ministry of Foreign Affairs and Worship
- Ministry of Education
- Ministry of Health and Social Development
- Ministry of Production and Labor
- Secretary of Childhood, Adolescence and Family (Ministry of Health and Social Development)
- General Public Prosecutor of the Nation
- Provincial Institute of Gender and Sexual Diversity, Province of Buenos Aires (IPGyDS)
- Under-Secretary of Gender Policies (Province of Salta)
- Secretary of Parity; Secretary of Indigenous Affairs and Public Prosecutor (Province of Jujuy)
- WHO/PAHO, UNAIDS, OHCHR, IOM, UNIC
- NGOs, CSOs\(^{78}\)
- CAF (Development Bank of Latin America)
- IDB (Inter-American Development Bank)
- Eurosocial, Programme for Social Cohesion in Latin America (cooperation programme between Latin America and the European Union)

Programme Location (provinces or priority areas):
- Province of Buenos Aires
- Province of Salta
- Province of Jujuy

Programme Description:
The Spotlight Initiative will contribute to reducing femicide in Argentina by developing and strengthening strategic interventions to prevent Gender based Violence (GBV) and to provide assistance services to women and girls experiencing violent situations, and their families, including access to justice. Our priority will be working in three provinces with high femicide rates, and strengthening key institutions involved in the national fight against femicide. Special emphasis will be placed on groups facing multiple forms of discrimination.

Phase I:
Total EU contribution: USD 5,400,000
Total UN Agency Contributions: USD 475,803

Phase II:
Estimated EU contribution: USD 2,581,032 (To be approved)

\(^{78}\) Several CSOs are expected to engage as implementing partners for the development of several activities proposed. However, said organizations have not been identified yet. Annex 1 contains a list of the CSOs engaged in the consultation process and Anexo 9 describes the composition of the reference group. Representatives of 21 civil society organizations participated in this group.
**Estimated No. of Beneficiaries**

<table>
<thead>
<tr>
<th>Indicative numbers</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>6,013,709</td>
<td>13,809,103</td>
</tr>
<tr>
<td>Girls</td>
<td>2,920,847</td>
<td>6,784,227</td>
</tr>
<tr>
<td>Men</td>
<td>5,753,079</td>
<td>12,543,609</td>
</tr>
<tr>
<td>Boys</td>
<td>2,794,260</td>
<td>6,980,157</td>
</tr>
</tbody>
</table>

*Note: A breakdown and analysis by intersecting forms of discrimination should be provided in the body of this document.*

---

**INDICATIVE INVESTMENT DISTRIBUTION**

**INVESTMENT by AGENCY**

- **ILO**: 10%
- **UNDP**: 32%
- **UN Women**: 30%
- **UNFPA**: 28%

**INVESTMENT by PILLAR**

- **OUTCOME 1**: Legislation 4%
- **OUTCOME 2**: Institutions 12%
- **OUTCOME 3**: Norms 30%
- **OUTCOME 4**: Services 29%
- **OUTCOME 5**: Data 14%
- **OUTCOME 6**: Civil Society 11%

**RATIO of PROGRAMME OUTCOME COSTS vs PROGRAMME MANAGEMENT COSTS**

- **Programme Management Costs**: 19%
- **Total Programme Outcome Costs**: 81%

*Note: Investment by Pillar: These are percentages of total Programme Outcome Costs. 19% of the total Direct Programme costs are allocated to Programme Management Costs to serve the six pillars/outcomes.*
PROGRAMME STRATEGY
OUTCOME 1 - LEGISLATIVE AND POLICY FRAMEWORKS

Implementation strategy

To develop a Comprehensive Training Plan for the promotion of gender equality legislation that will be implemented through a collaboration between the legislative and gender areas of work at national level and the three selected provinces. This Plan shall include (a) Training Courses on Gender and Legislative Work, delivered on-site, from a gender-based, human rights (HR) and inter-cultural perspective, addressed to a crucial number (approximately 40%) of offices at each government level; and (b) permanent mechanisms for exchange between legislators and gender and violence experts, including femicide, to reflect on the advances on and challenges posed to the legislative framework and its effective implementation (dialogs and discussion meetings). Trainings will be adapted to the provincial context taking into account diversity and adjustment of laws to indigenous communities. The training program is aimed at drawing attention to the particular difficulties suffered by groups facing multiple forms of discrimination, and to the initiatives and good practices to incorporate measures against discrimination and measures to cause actions to be accessible for and adapted to these groups. Furthermore, specific discussion meetings will be held to encourage exchange on the particular situation of groups facing multiple forms of discrimination.

The development of an assessment as well as related studies/research will be further promoted with the purpose of strengthening the design and effective implementation of the gender and VAWG legal framework. This assessment will survey and analyze information on legislation status at a national and provincial level (laws and bills); its adaptation to international and regional HR standards and the barriers that hinder its effective implementation, including discriminatory dispositions in existing laws. Furthermore, technical notes addressing themes included in the legislative agenda (reparations for femicide victims, leave options for GBV victims) will be prepared. Discussion meetings with experts will be addressed to legislators while trainings will be addressed to legislative workers, including advisors. The purpose of this strategy is to ensure that all Commissions and Offices have, at least, one person trained on gender and GBV.

The assessment and technical notes, prepared together with CS and academia, will also serve as a contribution to other provinces that are developing a legislative agenda on GBV. These studies are expected to contribute evidence for the drafting of laws adapted to international standards that will ensure that women and girls live a life free from violence.

It is expected that different institutional strengthening actions will contribute to a better articulation between legislation and policies. More specifically, in the development and effective implementation of the National Plan and provincial plans in accordance with International Conventions and enacted laws. In addition to the costing of different initiatives, coordination mechanisms for government bodies (outcome 2), the strengthening of civil society participatory mechanisms (outcome 2 and 6) and actions aimed at promoting gender-responsive budgeting (outcome 2) will be key elements for such contribution.

Key activities

- Outlining and implementation of a Comprehensive Training Plan on gender, gender-based violence and femicide for the Legislative Branch.
- Research Studies and analyses on GBV and femicide to influence on public decision making and on strengthening / adjusting the regulatory framework.
OUTCOME 2 – INSTITUTIONAL STRENGTHENING

Implementation strategy

The design of methodologies and tools for a Comprehensive Training Plan to be implemented jointly by gender/women areas and the United Nations, in some of the initiative’s participating jurisdictions, based on identified needs/interests, which will include: blended training courses, with a modular structure, conceptual contents, tools and recommendations/guidance to provide advice to women and girls victims of violence, prepared from a gender-based, HR, and inter-cultural perspective; and less traditional methodologies (for example, through art), to foster individual transformations and through the participation of the civil society. This Plan will be led by INAM that will systematize the materials according to the different addressees and will develop an on-line platform to guarantee these actions outreach. INAM plays a fundamental role in guaranteeing the strategic direction of training actions to be implemented, the coherence and quality of training materials delivered to public officers rendering services for preventing violence against women, providing assistance and redress at a national, provincial and local level. Although materials can be adapted to each particular context, INAM’s leading role is expected to be enhanced. This Plan will be coordinated with the Institutional Strengthening Programme (SDG 5.2) and will be prioritized given the lack of technical skills by public officers and the frequent rotation of officers in some areas of the Executive Branch (mainly, in social development areas).

Given the frequent turnover of personnel rendering essential services to provide assistance to women and girls victims of violence, this Plan’s goal is to create tools to personnel induction. In this way, this Plan will ensure that new personnel entering the organization, programme or service receive institutional information and that existing resources and assistance principles. Furthermore, the results of the Comprehensive Training Plan will be assessed.

Key mechanisms for the coordination, monitoring and evaluation of policies that tackle violence at a national and provincial level will be strengthened. At a national level, priority will be given to strengthening the Federal Council of Women as a public policy building mechanism at federal level, the women/gender areas at local level and the Advisory Committee with civil society organizations to ensure women’s representation (especially the representation of the groups facing multiple forms of discrimination) and their meaningful involvement in public policy.

While the National Action Plan (PNA, in Spanish) has a comprehensive and intersectoral approach, INAM coordinates it so that it can achieve its goals and mainstream gender-based perspective in public policies. Therefore, it will foster coordinated work with other programmes, such as the Comprehensive Sexual Education National Programme (Ministry of Education), the Sexual Education and Responsible Procreation Programme (Ministry of Health and Social Development) and “Justice 2020” (Ministry of Justice and Human Rights) that contains activities related to gender equality and the National Action Plan for Human Rights 2017-2020 (1. Inclusion, No Discrimination and Equality).

---

79 The provinces of Salta and Jujuy have stated a strong training interest/need. The province of Buenos Aires has training courses/platforms that are currently being implemented.

80 Institutional area for coordinating policies at federal level of Government (national and provincial representatives).
At a provincial level, **Intersectoral Round Table Meetings** will be created or strengthened with the aim to achieve horizontal coordination as well as **Local Round Table Meetings** that foster vertical coordination, including the three branches of Government and civil society. This action is in line with SDG 5.2 and SDG 16.7 and more specifically with the objectives set out within the framework of the Justice 2020 Program. Furthermore, efforts will be made jointly with children and adolescents protection mechanisms that provide assistance in cases of direct and indirect violence against them.

Mobilizing the political will of the highest executive authority (at national, provincial and local level) will be essential to foster coordination between the different entities, programmes and public services. Work experience has proven that it is essential to influence decision-makers and their trusted teams at the highest level.

The creation of **monitoring and accountability mechanisms** regarding actions and measures set out in the National Action Plan will be promoted thus encouraging entities to record more disaggregated information. Innovations in the 2019 budgeting require that different jurisdictions point out the programmes and actions that contribute to gender equality. Spotlight will provide direct support to such a process and contribute to identifying and highlighting what specific resources are allocated to the elimination of violence against women in the national budget (in line with SDG 17.17).

The **development and implementation of a methodology to formulate gender responsive budgeting and costing of key public policies** will be promoted to tackle GBV, as a way of identifying its consequence on gender equality, in budget allocation and expense. The aim of this activity is to guarantee that policies have the adequate resources to be effectively implemented, but it will also act as an advocacy tool to mobilize decision-makers and to achieve substantial changes on women’s rights and enhance women’s living conditions. The work process will include training to different key actors (the three branches of Government at different levels as well as civil society). The methodology will be implemented in the Buenos Aires province and it will then be replicated in other contexts.

**Key activities**

- Outlining and implementation of a Comprehensive Training Plan on violence against women and girls, including femicide from the perspectives of gender, Human Rights, interculturality, and intersectionality for the Executive Branch and court operators.
- Strengthening spaces for coordination, M&E of public policies on gender equality and GBV, including femicide at **federal level**, thus securing CS and intersectoral participation.
- Strengthening of spaces for coordination, M&E of public policies on gender equality and GBV, including femicide at **provincial level**, thus securing CS and intersectoral participation.
- Development and implementation of a methodology for the drafting of gender-responsive budgets for gender-based violence and eradication of femicide.
- Strengthening capacities for follow-up and budgetary evaluation of public policies targeted at eradicating gender-based violence and femicide.

**OUTCOME 3 – PREVENTION. CHANGE OF NORMS AND BEHAVIOURS**

**Implementation strategy**

The elimination of femicide and VAWG in general will require addressing their underlying causes, especially discrimination, the existence of unequal power relations and certain cultural and social gender-based norms and stereotypes that condone violence. To achieve this, it is essential to carry out prevention activities, mainly during significant human development stages, i.e., childhood, adolescence and youth, which represent not only a transformation opportunity but also a more vulnerable period.
Nevertheless, prevention activities in Argentina have sometimes been neglected in strategies addressing violence and femicide. For example, even though an Integral Sexual Education Programme (ISE) is in place in the country, its implementation presents disparities throughout the territory.

It is proposed to create a comprehensive gender-based violence prevention strategy that promotes **favorable cultural norms, attitudes and behaviors** aimed at gender equality, including comprehensive sexual education in formal and informal settings, as well as the **strengthening and creation of community platforms**. For this purpose, specific diagnoses based on an approach of human and gender rights, as well as “leave no one behind” will be developed for each territory. These diagnoses will focus on the different levels of the socio-ecological model for understanding violence (societal, institutional, community, relationship and individual levels) and will provide the necessary assessment to design a prevention policy according to context. The specific conditions and contexts, not only because of the mobilization of a wide range of actors and community mobilization capabilities but also because of the variety of socio-cultural norms, attitudes and behaviors, make it necessary for the Prevention Strategy to outline differentiated approaches as well as to include strong coordination mechanisms, allowing to articulate these approaches in a strategic way.

Based on the diagnoses, workshops will be conducted with relevant actors from the public and private sectors and the civil society. To be carried out at national and provincial level, these workshops are aimed at designing a joint prevention strategy which *a priori* will be comprised of the following elements to be prioritized according to each context particular needs: a) development of a communication campaign conducted by and addressed to adolescents and youths; b) development of materials for primary and secondary schools and teachers training; c) strengthening of comprehensive health training and advisory school teams; d) strengthening of capacities to implement ISE. GBV and gender equality contents in formal and non-formal education sectors and in community settings addressed to children, adolescents, youths and adults, that include work with families and the community; and e) work with community platforms to change social norms.

In formal education, the National Ministry of Education, Education Federal Council (CFE, in Spanish, a mechanism of federal coordination) and Provincial Ministries of Education play a central role. It is not possible to develop a work strategy in schools without the support and participation of the aforementioned stakeholders. Moreover, ISE and ENIA are both national programmes led and under the responsibility of Ministry of Health and Social Development and Ministry of Education. Both are key programmes to promote the prevention of violence against women and girls.

Adolescents and youths are key actors to this proposal and particularly in the context of the prevention strategy. As the outcome’s leading actors, adolescents and youths will be given an active role in the different activities. Furthermore, the strategy will also be specifically focused on the identification of approaches that contribute to generating changes in men’s behavior towards a non-violent and gender equality model, and key lessons-learned will be documented in the regard.

Besides, this outcome sets out dedicated activities targeting **decision-makers** to strengthen their capacity and understanding of gender equality and women and girl’s rights. The main lines of work proposed, which will be coordinated within the overall prevention strategy, are: a) promotion of cultural changes in means of communication (promote women’s role, gender equality training, media monitoring); b) preparation of awareness-raising and training materials and development of trainings to promote gender policies, prevention and eradication of gender-based violence at work, addressed to trade unions.
and the business sector and; c) diagnoses of the labor market sectors with higher GBV prevalence, with a focus on informal sectors and the work carried out with those actors.

The labor market plays a vital role in gender-based violence prevention and eradication. The workplace is the quintessential place to teach workers about their rights, to eliminate toxic masculinity expressions and gender stereotypes, to prevent violence and connect victims with health and support services in the community. Regardless of whether gender-based violence takes place within or outside the workplace, it has an effect on work performance and the actors present in the working environment (the government, employers, and workers) are due to fight against it. As employers and workers organizations have historically recorded less personnel turnover than in government areas, a prevention strategy that includes work with the business sector and trade unions will contribute to the increased sustainability of efforts made in gender-based violence prevention and eradication.

Key activities

- Strengthening capacities for the implementation of ISE, GBV, and gender equality contents on formal education settings for children and adolescents.
- Strengthening abilities for the implementation of ISE, GBV, and gender equality contents at non-formal education settings for children, adolescents, young people, and adults.
- Awareness-raising campaigns and education on ISE, Gender Equality, prevention of gender-based violence.
- Community work to change cultural practices and social norms.
- Formation and strengthening of networks for gender equality and eradication of violence.
- Promotion of institutional transformations in communication media and media monitoring.
- Creation of instruments and tools to deploy gender-based policies, prevention and eradication of gender-based violence within the working environment.
- Sensitization on gender issues, prevention actions, and gender-based violence in the working environment.
- Training of the business and trade union sectors on gender, prevention and eradication of gender-based violence, focused on workplace violence and harassment.

OUTCOME 4 – QUALITY SERVICES WITH A FOCUS ON PREVENTION AND RESILIENCE

Implementation strategy

This strategy will be coordinated with the existing “Basic Package of Services for women and girls who experience violence” Programme, which will help render a series of core services to provide proper care to women and girls victims of violence and to prepare guidelines on the quality of such services. **Tools for the effective and coordinated management of care services** will be designed and strengthened through the development of a resource guide for service delivery in violence cases that covers the intersectionalities influencing the exposure to violence and contributes to the shared use of violence risk indicators by the different services.

In addition, **protection and assistance services, access to justice, and the systematization of certain policies** will also be supported to promote the development and strengthening of unified care models, both in terms of mechanisms and approaches combining the Executive and the Judicial Branch (health care services, psychological, social and legal assistance) as well as the development of support services for women and girls victims of violence or for their relatives. The exchange of information to identify risk levels is essential, as well as the existence of a common approach. To that effect, the
The development of Integrated Centers will be supported at a local level (in the province of Salta), following the model of the center that was recently opened in the capital of said province. Support will also be given to the pilot experience that is starting to be developed, promoted by the Office of the Under-Secretary of Access to Justice (National Ministry of Justice and Human Rights) in Quilmes (Province of Buenos Aires). The aforementioned experiences, as well as others pursuing the same goal, will be analyzed in order to identify best practices for the development of comprehensive services to help women and girls who experience violence.

Within this framework, the effective implementation of free legal services will be strengthened; methodologies to provide assistance to victims of violence will be developed for police services; protection schemes will be adapted and evaluated; and studies will be conducted on the quality and flaws of the assistance services provided to women and girls victims of violence along their critical path.

As a means to strengthen services, the development of training and educational programmes for service providers will be supported, especially intended for court officers as well as health and law enforcement-related areas. In addition, the plan is to improve the working conditions of those who provide assistance to victims, to their relatives and to witnesses of violent situations by producing evidence, creating protocols and making recommendations that help transition to decent work, as appropriate for each type of function.

In order to prevent and address burnout, initiatives qualified as effective will be extended, particularly to provide support to ‘line 144’ staff. Education, training and the improvement of working conditions and burnout prevention seek to improve assistance quality and to reduce the risks of women and victims of violence that use the services, based on existing evidence. Burnout prevention was defined as a priority action since recent experience shows that these processes make significant contributions towards institutional strengthening and improve the quality of the services rendered.

Regarding reparation actions and access to justice, the implementation of the Protocolo para la Investigación y Litigio de Casos de Muertes Violentas de Mujeres (Femicidio) tool will be encouraged through coordinated work with different areas.

This outcome will also seek to promote the economic autonomy of women victims/survivors of violence through: a) the implementation of pilot programmes for GBV’s labor market insertion and inclusiveness in the workforce under equal conditions, as a way of eliminating gender-based violence and harassment; b) a survey of existing good practices by sharing experiences with other countries of the region (South-South and Triangular Cooperation).

Work will be focused on organizations of women who face multiple forms of discrimination to ensure that the developed strategies are inclusive of these groups’ view. Recommendations will be considered in order to promote any necessary adjustments for the services to be accessible to these women. In the particular case of the province of Jujuy, mobile assistance schemes will be promoted to guarantee access to the services to communities living further away from urban areas.

---

81 In English, Protocol for Investigating and Prosecuting Women’s Violent Deaths (Femicide).
For the effective implementation of the aforementioned actions, officers’ capabilities and communication activities will be developed so that both users and providers have a complete understanding of the services. Procedures will be developed for the regular updating of the resource guide, seeking to avoid the fragmentation of this information and the existence of multiple guides on the matter. Great efforts will also be made to make resource guides known to all potential service users. To that effect, different strategies will be designed and adapted to different groups of women, for example, by being translated into indigenous languages or adapted for women with disabilities. Lastly, this Initiative seeks to promote a model to inform women victims of gender-based violence of preliminary injunctions; therefore, a protocol will be developed to immediately inform GBV of any preliminary and protection injunctions granted.

Key activities

- Strengthening and dissemination of an updated resource guide available to any public bodies.
- Creation of agreements for a shared use of risk indicators among different services responsible for assisting gender-based violence and femicide cases and implementation.
- Supporting the provision of advice, assistance and support services and reporting GBV cases, including femicide, at single spaces.
- Strengthening access to justice for women who are victims of gender-based violence, including attempted femicide and relatives of femicide victims, ensuring that women and girls may gain access to justice and that they are given support.
- Promotion of work inclusion experiences for women who are victims of gender-based violence.
- Input creation for follow-up and assessment of available services targeted at improving gender-based violence services.
- Promotion of care policy for teams assisting victims, victims’ relatives, and witnesses of GBV cases and prevention of burn-out.
- Strengthening the teams assisting victims, victims’ relatives, and witnesses of GBV cases.
- Dissemination and startup of the Femicide Protocol adjusted to each particular context.
- Dissemination of the updated resource guide available to women and girls, according to their particular needs.
- Designing and startup of dissemination campaigns to inform of resources and services available for advice and/or relief of impaired rights by gender-based violence and femicide (for relatives).
- Promotion of a model to inform women who are victims of gender-based violence, including attempted femicide, about preliminary injunctions.

OUTCOME 5 – MANAGEMENT OF DATA TO INFORM POLICIES AND PROGRAMMES FOCUSED ON VAWG AND FEMICIDE

Implementation strategy

Some planned activities: a) Methodologies and criteria will be standardized in order to improve the information records available, establishing ethical guidelines for the collection, generation and exchange of information, according to international standards; b) protocols and rules will be formulated including indicators for the purpose of incorporating records that allow for the identification of women and girls facing multiple forms of discrimination, d) the Unique Registry of Cases of Violence against Women (RUCVM, in Spanish) will be strengthened, mainly in terms of its implementation at local and provincial level, e) there will be an exchange of the good practices identified and used by organizations to create data banks, conduct research and prepare statistics.

In addition to different data collection exercises aimed at characterizing the situation and experience of women and girls who experience violence, a pilot National Prevalence Survey will be conducted, the
first one of its kind in the country. This pilot Survey will be prepared considering the priorities established for the gathering of information by the National Institute for Women (INAM, in Spanish), in accordance with Federal Council of Women representatives and following international standards. The sample cases considered for the survey will be at the country level and representative at regional level. The sample defined is limited since it will have to be taken by a survey company / university, given that it may not be taken by the National Institute of Statistics and Censuses (INDEC, in Spanish). The pilot Survey is expected to provide input for decision-making and serve as background data to promote governmental commitment to develop a National Prevalence Survey using a larger sample of cases (INDEC). The Spotlight Initiative will join other ongoing programmes and investments from the Government and development partners to support the realization of such survey.

In order to promote the dissemination and use of information, a web platform will be built to systematize different studies and information on GBV and femicide generated by the university sector, the public sector and the civil society.

Different strategies will be developed to strengthen the capabilities of gender-based violence data recording, analysis and communication -including femicide- based on the principle of non-discrimination, considering women, girls and adolescents in all their diversity (indigenous, disabled, immigrant women, transgender, etc.) in pursuit of achieving the SDG 16.3. First, an ethical guideline will be prepared for data collection and reporting based on informed consent and confidentiality to develop technical and practical training courses intended for the persons responsible for data entry, analysis and communication to serve as input for laws, policies and programmes, taking into account good practices. In the Province of Buenos Aires, processes and protocols will be established for the exchange of information, with the aim to create an integrated system.

Additionally, the development of a computerized system following the guidelines defined by INDEC will be encouraged to record information on GBV in Salta. In Buenos Aires, an assessment will be conducted on the pilot implementation of these records in the different municipalities. Coordination among Government offices (at country, provincial and local level) and the civil society will be strengthened for the generation of quality and disaggregated information, monitoring and evaluation, promoting the creation of the Inter-Institutional Round Table Meeting (Buenos Aires), the Gender and Violence Policy Observatory (Jujuy) and input for the web platform.

Emphasis will be placed on qualitative studies that allow for the characterization of GBV prevalence and femicides in the groups that face multiple forms of discrimination, as well as the barriers hindering access to the services by these groups. To that effect, the different groups will be analyzed.

---

82 Due to costs and infrastructure reasons, the National Institute of Statistics and Censuses (INDEC, in Spanish) ruled out the possibility of provincial-level representation, and private companies in Argentina do not have the infrastructure nor the human resources to conduct representative surveys at provincial level; the latter have only been conducted within the framework of the National Statistics Systems.

83 Different steps were taken, but in 2017 it was established that it was impossible to include this survey in the INDEC’s agenda for the following years. Among other issues, new surveys will be implemented in the short and medium term, and the Encuesta Permanente de Hogares (Permanent Household Survey) sample is already full.

84 It is worth noting that significant support was received for this Survey in the different contexts of consultation generated within the framework of this project.
based on their life cycle (girls, aged 9 to 13 years old, adolescents, aged 14-24 years old, and women) as well as all forms of gender-based violence that girls, adolescents and women experienced, survived or due to which they died.

Main activities

- Strengthening coordination efforts among areas responsible for collecting data on GBV and femicide.
- Harmonization of information and statistical records of victims of femicide.
- Strengthening Sole Registry of Cases of Violence against Women (RUCVM, in Spanish).
- Implementation of a National Prevalence Survey.
- Research studies and analyses targeted at making informed decisions.
- Strengthening of web platform for dissemination of information about GBV and Femicide.

OUTCOME 6 – WOMEN’S MOVEMENT AND OTHER CIVIL SOCIETY ORGANIZATIONS STRENGTHENED TO ADVOCATE FOR THE ERADICATION OF VAWG AND FEMICIDE

Implementation strategy

There will be a mapping of civil society organizations and women’s movement at a local, provincial and country level, considering their target group(s) (women farmers, indigenous women, girls and adolescents, migrants, transgender women, women with disabilities, etc.), the work-action-advocacy area and their coordination with other governmental actors, the private sector, the university sector, etc.

The capabilities of CSOs and women’s movement will be strengthened in terms of: a) negotiation, advocacy, social accountability mechanisms, and gender-responsive budgeting, b) technical and dedicated capabilities (public policies monitoring indicators and reading of statistical data and Gender Violence Indicators –of the Follow-up Mechanism to the Belém do Pará Convention (MESECVI), and c) management and administration capabilities (computer tools and networks, project design and management, fund raising, etc.). As from the mapping of institutional capabilities, a process will be defined to acquire equipment (computers, tablets and cell phones) for grassroots organizations developing prevention actions and providing assistance to gender-based violence victims that lack the necessary equipment to perform their functions.

Mechanisms for dialogue and intergenerational exchanges of innovative experiences among local, provincial and national organizations will be strengthened, focusing on those working with women who face multiple forms of discrimination, for their systematization, dissemination and replication, as well as on commissions to discuss participatory budgeting or local management round table meetings, in order to boost the preparation of sector-based proposals: employment, environment, etc. Support spaces will be promoted for prevention and assistance initiatives intended for women and girls who experience gender-based violence created by smaller-sized or less-experienced organizations, in addition to the preparation and distribution of materials that inform in a simple, graphic and efficient manner what should be done in GBV cases and how to assist women. To that effect, it is essential that resource guides be updated.

Likewise, the participation of CSOs and women’s movement in inter-institutional activities and/or round-table meetings will help strengthen the cooperation between different areas of the public and the private
sector and will also serve as a means of social control over the implementation of the VAWG national programme at provincial and local level, in accordance with SDG Target 5.5.

The role of the CSO in budget allocation and policy accountability will be promoted. Access to official information (laws, file status, budget execution, etc.) will help promote the participation and empowerment of CSOs, particularly of the groups facing multiple forms of discrimination (indigenous women, women, people with disabilities, girls and adolescents, migrants, refugees).

The long-standing relationship between UN Women, leading this outcome, and the women’s movement has made it possible for them to share their experiences, capabilities and contributions towards gender equality and women empowerment, especially concerning those persons who are more likely to be marginalized. Civil society organizations play a key role in the promotion of women’s rights, gender equality and women empowerment. Therefore, those who are not yet committed need to be made part of it in order to achieve a transformative change and a complete gender equality agenda (for instance, the “HeForShe” Campaign model).

Main activities

- Strengthening associations and exchange networks of civil society organizations and women's movements on femicide and violence prevention.
- Strengthening of capacities targeted at fostering social control and incidence of public policies on GBV, femicide, and gender equality.
- Institutional strengthening and strengthening of management of civil society organizations.

ALIGNMENT WITH SDGs

The Spotlight Initiative in Argentina contributes to the 2030 Agenda. The UN in Argentina has been actively supporting the federal Government in the dissemination and implementation process of the Agenda, in coordination with provincial and local governments, as well as different sectors (private sector, academia, civil society, trade unions). The main contributions of the UN System in accomplishing the SDGs are reflected in the Development Assistance Framework (2016-2020 UNDAF), aimed at boosting institutional capacities to attain a balanced and inclusive growth model which incorporates the gender and human rights-based perspective. For the Spotlight Initiative, special consideration has been given to the set of priority targets comprising each of the 17 SDGs. Therefore, this Initiative has been defined as a contribution to the different plans and programmes for accomplishing the 2030 targets, not only as it relates to SDG 5 on Gender Equality, but also SDG 3 “Health and Well-Being”, SDG 4 “Quality Education”, SDG 10 “Reduced Inequalities”, SDG 11 “Sustainable Cities and Communities”, SDG 16 “Peace, Justice and Strong Institutions” and SDG 17 “Partnerships for the Goals.”

The various outcomes of the Spotlight Initiative will contribute to the SDGs as indicated below;

- **Outcome 1** will contribute to achievement of SDG 5 and 16 through the adoption, strengthening and harmonization of laws and public policies on the elimination of femicide and violence against women and girls.
- **Outcome 2**: The programme by strengthening institutions through a public framework that supports the prevention of and response to violence and femicide at all levels of government will contribute to the achievement of SDGs 5, 16 and 17
- **Outcome 3**: The programme by supporting and transforming the country’s norms, attitudes and behaviours through joint efforts with the formal and non-formal education sectors, communities, the media, the civil society, private sector will contribute to the achievement of SDGs 4, 5 and 11.
• **Outcome 4**: The programme will foster adequate and consistent access to a coordinated set of essential and quality multi-sectoral services for women and girls’ survivors of violence adapted to their different contexts and needs, and hence contribute to the achievement of SDGs 5, 10, 16 and 17.

• **Outcome 5**: Through the generation of up-to-date, quality and disaggregated data on the different forms of violence, including globally-comparable data on femicide, the programme will contribute to SDGs 5, 16 and 17.

• **Outcome 6**: This outcome contributes to the achievement of SDGs 16 and 17 as key interventions under this outcome will strengthen civil society organizations, women’s movement and groups facing multiple forms of discrimination and will influence the monitoring and social accountability of public policies on GBV, femicide and gender equality.

**GOVERNANCE**

*Country-level Steering Committee (SC) of the Spotlight Initiative*

According to the guidelines of the Secretariat and, based on the priorities set and the scenario in Argentina, the SC of the initiative will reflect the principles of inclusiveness, transparency, accountability, consensus-based decisions, country participation and Initiative ownership. The committee will comprise the following members\(^85\) and meetings will be held, at least, twice a year:

- United Nations Resident Coordinator
- Ambassador of the European Union Delegation in Argentina
- Minister of Foreign Affairs and Worship
- Executive Director of the National Institute for Women (INAM, in Spanish)
- Governor of the Province of Buenos Aires
- Governor of the Province of Salta
- Governor of the Province of Jujuy
- Representatives of each Recipient United Nations Organizations (RUNOs): UNDP, UNFPA, UN Women and ILO
- UNICEF as programme partner
- 2 members of the Civil Society National Reference Group, representative of Women’s Movement and groups facing multiple forms of discrimination (to be appointed out of the members of the reference group)

The main task of the SC at the country level will be to *guide and oversee the implementation of the Spotlight country programme* by fulfilling the following roles and responsibilities:

- To guide and oversee implementation of the Spotlight Country Programme, as the highest political-institutional authority of Spotlight Argentina;
- To ensure coordination and synergy between Spotlight and other initiatives in progress within Argentina;
- To promote participatory implementation of the country level program, in line with national priorities, the SDGs within the framework of the 2030 Agenda, including the recommendations of the treaty bodies, in particular, and the universal system of Human Rights in general, the United Nations Development Assistance Framework (2016-2020 UNDAF) and European Union priorities;
- To approve the Programme Work Plan and to foster adjustments to implementation strategies, if deemed necessary;
- To approve annual reports submitted by recipient United Nations organizations;
- To promote a review of risk management strategies and ensure the programme is proactively managing and mitigating risks;

\(^85\) Highest institutional authorities or the officers appointed to as their representatives in the SC.
Follow-up Committee

A Follow-up Committee, comprising a smaller number of members, will also be created with the aim to act as a swift coordination mechanism for Programme management. This Committee will meet, at least, every three months. It oversees the day-to-day management of the programme and intervenes, at an initial stage, in conflict resolution. It works in consensus with the RUNOs and programme partner.

Composition:

- Coordination Officer (RCO)
- Lead Agency
- EU designated Representative
- INAM designated Representative
- RUNOs Representative and Programme partner, with rotating representation defined every six months

Functions:

- Overseeing the programme management (located in the Coordination Unit and the RUNOs leading outcomes and activities), and intervening, firstly, in conflict resolution;
- Ensuring adequate coordination and communication of the Spotlight Initiative at a national and subnational level;
- Reaching agreements and making exchanges as required to ensure coherence between outcomes, coordination between the persons responsible for implementing several activities and monitoring the Initiative;
- Convening, every 6 months, the persons responsible for the Gender areas in the focus provinces of the Initiative, to ensure the coherence of the Programme’s provincial and national strategy;
- Validating criteria and general guidelines for preparing the Initiative’s Work Plan, the M&E Plan, the Base Line and the Communication Plan;
- Supporting participatory implementation of the programme at a national and subnational level;
- Recommending approval of the Programme Work Plan and evaluation reports;
- Vetting Programme annual work plans submitted by RUNOs, ensuring the Initiative’s cohesion and integrality, and certifying a joint strategy of implementation with the institutional counterparts;
- Overseeing the Programme and approving monitoring reports;
- Suggesting approval of annual reports submitted by United Nations recipient organizations;
- Promoting, if deemed necessary, adjustments to the implementation strategy;
- Reviewing risk management strategies and promoting actions aimed at ensuring that the programme is pro-actively managing and mitigating risks;
- Approving any programmatic and/or budgetary revisions, in accordance with existing rules and procedures.
- Managing stakeholder relationships at the country level and periodically engaging different counterparts (programme partners) of the Programme, in order to ensure that the governmental institutions involved in the Programme implementation phase are called to participate, at least on a yearly basis, beyond Gender areas;
- Developing a resource mobilization strategy and providing assistance in resource mobilization to the RC.

As the Programme involves a liaison with several programme partners at the governmental level, each of them is to be called, at least, once a year. This is aimed to incorporate suggestions and

---

86 Every RUNO and Programme partner will have representation at the RC during the implementation of the first phase of the Programme.
recommendations to make adjustments to the implementation strategy. In addition, these exchanges are expected to contribute to foreseeing potential risks and conflicts, and to recommend action start-up to overcome the obstacles identified. Engaging representatives of different governmental institutions is sought to ensure Spotlight ownership and sustainability. To this end, several methodologies and instruments will be developed\(^{87}\).

The Country-level Steering Committee and the Follow-up Committee may invite other stakeholders, including representatives of academic/research institutions, local communities and/or the private sector, as appropriate, to participate in Programme planning, deliberation and oversight.

**Spotlight Initiative Civil Society - National Reference Group (CS-NRG)**

According to the guidelines established by the initiative at a global level, the RCO, with the support of RUNOs and the Interagency Group on Gender and Human Rights, has created a Civil Society National Reference Group (CS-NRG). Said multidisciplinary and multisectoral group consists of 17 members from women’s movements and representatives of groups of victims of multiple forms of discrimination both at the country and the province level. It should be highlighted that CSOs have participated in regular consultations in the preparation of the country programme and provided a lot of information and guidance.

The main objective of the National Civil Society National Reference Group is to provide advice during the design and implementation phase of the National Spotlight Programme in Argentina with civil society expertise, perspective and knowledge. It also seeks to ensure all partners’ commitment to comply with the National Programme objectives.

The formation process began when all civil society organizations who had taken part in several exchanges (National Workshop, Provincial Workshops and Bilateral Consultations) were called to attend an online consultation meeting with the women’s movement and civil society. The aims of this consultation were as follows: 1) building a space exclusively for working and providing feedback on Pillar 6 with the civil society; 2) informing about the composition and role of the CS-NRG, as well as promoting the organizations enrolment; and 3) informing on the election of organizations for the Reference Group by ballot, according to the Terms of Reference.

Once nominations had been received, all organizations were informed about the nominees and their background, distinguishing between representatives of organizations with a national scope and/or those who focus on one of the three provinces covered by the Initiative. A week after the deadline for receiving nominations, voting took place. To this end, a meeting chaired by the RCO and UN Women, with the support of RUNOs, was held with the attendance of some representatives of such organizations in person and on line. Votes were also cast electronically. Once the voting had concluded, the results were shared to the group of CSOs. In the case of the province of Jujuy a second ballot had to take place to choose a candidate among those with an equal number of votes.

**Coordination and accountability**

With the support of the RCO, the *United Nations Resident Coordinator* will be responsible for overall project performance and accountability providing leadership and interacting with the highest Government authorities, the EU and related partners.

\(^{87}\)To be developed by the Programme Coordination Unit with the collaboration of the RCO, RUNOs and UNICEF (programme partner). These instruments will be validated by the Interagency Group on Gender and Human Rights.
The Resident Coordinator has the following functions: a) strategically managing the Initiative and its oversight; b) approving the Programme Document and confirming selected RUNOs, programme partners and associated agencies; c) facilitating collaboration among UN agencies, governmental authorities and EU Delegation for Initiative implementation; d) overseeing the progress of Initiative implementation; e) approving evaluation reports, as well as budgeting revision and funding reallocation, in accordance with existing rules; f) intervening in the resolution of conflicts which may arise out of coordination between the participating Agencies, in the event they may not be solved by the Follow-up Committee; g) intervening in the resolution of conflicts which may arise between institutional counterparts, in the event they may not be solved by the Country-level Steering Committee; and h) leading efforts to mobilize additional resources based on the resource mobilization strategy developed by the Follow-up Committee.

The **Resident Coordinator’s Office (RCO)** will support the RC’s leadership role and will report the Initiative progress to the Secretariat. The RCO is responsible for the political and institutional coherence of the Initiative as well as the general coordination, working jointly with RUNOs and other associated Agencies in the implementation. It has the following functions: a) serving as focal point of the RUNOs agencies in formal communication with Spotlight’s Secretariat, and reporting progress, actions and news; b) promoting, at the Follow-up Committee level, through coordination actions, the political and institutional coherence of the Initiative; c) supporting political and institutional exchange with the highest authorities of UN Agencies involved in implementation; d) supporting coordination with the highest authorities of institutional counterparts of the Spotlight Initiative; e) supporting the lead Agency in the definition of the general guidelines for exchange and coordination between UN Agencies within the framework of the Spotlight Initiative; f) intervening, as a mediator, when conflicts arise or as necessary to reach a consensus between the parties, particularly the agencies of the UN system; and g) engaging in the resource mobilization strategy.

The **Lead Agency, the United Nations Development Programme (UNDP)** will be in charge of the technical coordination at the country level, will provide dedicated technical assistance to the SC, the Follow-up Committee and the Spotlight Coordination Unit (CU) and will be responsible before the relevant RUNOs and the RCO for both providing leadership and technical coordination. Additionally, the Lead Agency will provide technical oversight, in accordance with the Follow-up Committee guidelines, to the CU. This Agency will establish, in agreement with RUNOs, the conditions for preparing consistent and comprehensive work plans, which will benefit from comparative advantages and the technical expertise of the different Agencies, in order to implement the strategies identified for this initiative. It will lead the development of a multi-annual work plan and joint annual work plans, consolidating annual reports and overall monitoring and evaluation (mid-term and final evaluation not included). It will propose the criteria for preparing a Base Line and a monitoring plan as well as guidelines for preparing annual work plans aimed at achieving the Outcomes set out. It will lead the use of resources during the preliminary stage and manage personnel hired for the Spotlight Coordination Unit. The Lead Agency will seek to ensure joint programming both at a national and local level in alignment with the 2016-2020 UNDAF results framework and its contribution to the implementation of the 2030 Agenda. As UNDP is one of the agencies coordinating the Interagency Group on Gender and Human Rights (as detailed below) it will play a key role in informing other UN Agencies which collaborate in the implementation of activities within the framework of Spotlight, on the progress of the Initiative. Additionally, it will systematize the comments and recommendations made by this group on the strategy developed.

The **Spotlight Coordination Unit (CU)** will support Programme implementation, providing advice and assistance to the RCO, RUNOs and the programme partners. This Unit will coordinate the execution of the Programme and will play a key role in ensuring coherence between outcomes and coordination.
between the persons responsible for implementing several activities and monitoring the Initiative. This Unit will coordinate communication, monitoring and evaluation efforts concerning the Initiative. Moreover, it will lead actions tending towards collecting data systematically and systematizing experiences for knowledge management.

The CU team will comprise a Programme Coordinator, an M&E Officer responsible for knowledge management, a Communications Specialist and knowledge management associate and a Programme Assistant. With the contribution of RUNOs, the Programme Coordinator will prepare an annual work plan, as well as progress reports and the final project report. These documents will be submitted in a timely manner to the Follow-up Committee and, in coordination with the RCO, to the Resident Coordinator, SC and the CS-NRG for feedback and approval. Some of its functions: a) organizing monthly meetings with the Spotlight Initiative hired specialists working in RUNOs to generate synergies, promote coordination and to follow-up program execution; b) disseminating RUNOs Agencies focal points (ILO, UNWOMEN, UNDP, UNFPA) and programme partners (such as UNICEF) draft notes of meetings, as well as between the Gender responsible persons in the focus provinces of the Initiative; c) work closely with RUNOs in managing the relations with interested parties at a country level, ensuring coherence in the exchanges conducted in the framework of the Initiative.

RUNOs will be responsible for coordinating one or more outcomes or activities within each outcome. They will employ existing technical and supporting personnel part-time who will provide technical knowledge and ensure that the results framework of each outcome will be implemented. These teams will be supplemented with personnel especially hired to support the implementation of Spotlight related activities. The technical teams of these Agencies will work in close collaboration with the Spotlight Coordination Unit, the RCO and other RUNOs and UNICEF (as a programme partner) involved in each outcome. Simultaneously, each RUNO will make contributions to the annual work plan, annual progress reports, activity monitoring, Initiative communication and the final project report. RUNOs have to: a) coordinate implementation of the outcomes and activities for which they are responsible, on the basis of the Spotlight Work Plan and the Programme Document (PRODOC); b) manage, in accordance with the guidelines defined by the M&E TC, the relations with the interested parties at a country level, depending on the activities and outcomes led by them.

RUNOs have leadership responsibilities in different outcomes, although there are main responsibilities (leadership in activities) and supplementary responsibilities (assistance and support in activity implementation) held by other RUNOs in each Outcome. Leadership responsibilities as per outcome have been outlined as follows:

- Outcome 1- UNDP
- Outcome 2- UN Women
- Outcome 3- UNFPA
- Outcome 4- UNDP
- Outcome 5- UN Women
- Outcome 6- UN Women

---

88 The partnership with UNICEF will be technical in nature and not imply any transfer of funds from Spotlight or any Spotlight RUNO to UNICEF.
89 For further details on the allocation of responsibilities, see Budget (Table C).
Given its mandate and experience, ILO will lead the activities related with the labor market, involving business and trade union actors. These activities are outlined in outcomes 3 (sensitization) and 4 (economic autonomy and labor insertion for women who experience violence).

UNICEF (programme partner)\(^9\) will play a key role in implementing actions aimed at children and adolescents. Particularly, its actions will be focused on outcomes 3 (sensitization, work with community networks, the National Secretary of Childhood, Adolescence and Family -SENNAF, in Spanish- and with health and education areas) and on outcome 4 (ensuring services for children and adolescents victims or families of victims of violence, as well as adjustment of services for these age groups), though it will provide mainstreaming support in all of six outcomes.

Besides, the leadership of Programme mainstreaming functions is as follows:

- Monitoring - UNDP
- Communication and visibility - UNFPA
- Knowledge management - UNFPA
- Support to CS-NRG, liaison with civil society and evaluation of the Initiative – UN Women

The Inter-agency Group on Gender and Human Rights, already constituted and actively operating, will continue acting as a mechanism for sharing information, making consultations among UN Agencies, planning annual work jointly and identifying possible donors who will boost the Initiative. It will provide critical advice and assistance to this Initiative integrating the human rights and gender-based approaches at a programme and operation level.

This group is the result of merging the Inter-agency Gender Group (functioning since 2007) and the Inter-agency Human Rights Group (2013). Since its inception in 2007, it has sought to further the building of a common agenda on gender equality and the promotion of women’s human rights. The coordination of the Group is agreed upon on an annual basis with the UNCT and, since its formation, it has been led by UNDP (Lead Agency designated for Spotlight implementation). For two years, UNICEF has been coordinating this space with UNDP and OHCHR. The strategic lines of this group are as follows: a) strengthening the capacities of the United Nations System in Argentina for the promotion of gender equality; b) design, implementation and evaluation of programmes and joint initiatives for the promotion of gender equality and c) creating a space for information exchange and experience on gender equality and women’s empowerment. Annually, this group outlines a work plan, renews its composition and sets an agenda of meetings held every two months.

Besides, within the framework of the Programme two mechanisms for support and assistance will be created for managing communication and M&E tasks: the Communication Technical Committee and the M&E Technical Committee.

**Communications Technical Committee (CTC)**
A communications committee led by UNFPA will be created. This committee will consist of the RCO, UNIC, the officers responsible for communications within the EU Delegation in Argentina, RUNOs and UNICEF (programme partner). This group will provide advice on the communication strategy and will

\(^9\) The partnership with UNICEF will be technical in nature and not imply any transfer of funds from Spotlight or any Spotlight RUNO to UNICEF.
approve the detailed Work Plan for Spotlight Communication as well as the several pieces of communication developed. The Committee will meet at least on a quarterly basis.

**M&E Technical Committee (M&E TC)**
A monitoring and evaluation committee led by UNDP and made up of officers responsible for M&E at RUNOs, UNICEF (programme partner) and EU. This group will advise on the monitoring strategy and the scope and characteristics of the evaluations to be conducted. It will validate the detailed M&E Plan, as well as the different instruments created for such purpose. The Committee will meet at least on a quarterly basis.
GUATEMALA Country Programme Profile – Programme stopped in September 2020

Recipient UN Organizations (RUNOs):
UNDP, UN WOMEN, UNFPA, UNICEF, UNESCO

Programme Partner(s):

Government:
- Congress of the Republic
- Ministry of Social Development (MIDES in Spanish)
- Ministry of Education (MINEDUC in Spanish) and local education sectors
- Public Prosecutor (MP in Spanish): Criminal Investigation Directorate, Criminal Analysis Directorate and Prosecutor against the Crime of Femicide, of Women, of Childhood and Adolescents, of the District of Coban and The Municipality of Chinaluta.
- Ministry of Public Health and Social Assistance (MSPAS in Spanish)
- Judicial Organs (OJ in Spanish): Penal Chamber, Control, Monitoring and Evaluation Unit of the Specialized Organs on Femicide and Other Forms of Violence against Women.
- The Supreme Court of Justice
- The Constitutional Court
- National Attorney General (PGN in Spanish)
- Secretariat of Social Welfare (SBS in Spanish)
- Presidential Planning Secretariat, (SEGEPLAN in Spanish)
- Secretariat of Social Works of the Spouse of the President (SOSEP in Spanish)
- Presidential Secretariat for Women (SEPREM in Spanish)
- National Coordinator for the Prevention of Intra-family Violence and Violence Against Women (CONAPREVI in Spanish)
- National Women’s Forum (FNM in Spanish)
- The National Urban and Rural Development Councils
- Ancestral and local justice administration authorities
- Municipalities of Guatemala, Chinaluta and Coban
- Municipal Women's Offices, Municipal Offices for the Protection of Children and Adolescents.
- National Institute of Statistics

NGOs, CSOs:
- Mayan, Garifuna, Afro-descendant, Xinca and Mestizo women, girls and adolescent girls’ organizations, networks and movements, feminists, LBTI women and women living with HIV, women living with disabilities, domestic workers and women in unions, urban and rural women, and women human rights defenders with presence at the national level, in Alta Verapaz and in Chinaluta.
- Human Rights’ advocates’ organizations, indigenous and other civil society organizations with national presence and presence in Alta Verapaz and in Chinaluta.
- Support Centers for women, girls and adolescent girls survivors of violence, like CAIMUS and other local centers.

Others:
- Academy/Universities
- National and communitarian communications media.

Observatories on Street Harassment and sexual violence against women, girls and adolescent girls.

Programme Location (provinces or priority areas): National component, Municipalities of Chinaluta and Guatemala, Department of Guatemala, Zone 18 of Guatemala City and Municipality of Cobán, Department of Alta Verapaz
Programme Description: The Spotlight initiative in Guatemala aims at contributing to the elimination of femicide, other forms of violence and intersectional discrimination against Mayan, Garifuna, Afro-descendant, Xinka and Mestizo women, girls, and adolescent girls through the adoption of a multisectoral prevention and response model to promote their rights to a life free of violence. The initiative will have a national component of strengthening the capacities of the relevant institutions and a local component that will focus on the Municipalities of Guatemala, Chiquimula, and Cobán.

<table>
<thead>
<tr>
<th>Indicative numbers</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>113,675</td>
<td>6,272,469</td>
</tr>
<tr>
<td>Girls</td>
<td>250</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Men</td>
<td>108,774</td>
<td>5,176,133</td>
</tr>
<tr>
<td>Boys</td>
<td>50</td>
<td>2,000,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>222,749</td>
<td>15,448,602</td>
</tr>
</tbody>
</table>

Phase I:
- Total EU contribution: USD 5,400,000
- Total UN Agency Contributions: USD 971,551

Phase II:
- Estimated EU contribution: USD 2,581,032 (To be approved)

Allocation reduced to 20,390 USD after withdrawal EU funding in September 2020

INDICATIVE INVESTMENT DISTRIBUTION

INVESTMENT by AGENCY

- UN Women: 38%
- UNFPA: 19%
- UNICEF: 7%
- UNESCO: 6%
- UNDP: 30%

INVESTMENT by PILLAR*

- OUTCOME 1: Legislation: 8%
- OUTCOME 2: Institutions: 17%
- OUTCOME 3: Norms: 24%
- OUTCOME 4: Services: 16%
- OUTCOME 5: Data: 19%
- OUTCOME 6: Civil Society: 16%

Note:* Investment by Pillar: These are percentages of total Programme Outcome Costs. 19.8% of the total Direct Programme costs are allocated to Programme Management Costs to serve the six pillars/outcomes.

RATIO of PROGRAMME OUTCOME COSTS vs PROGRAMME MANAGEMENT COSTS

- Guatemala was exceptionally allowed to include the Baseline costs (USD 30,000) under the PMC section as it was not included in the Advance Pre-Funding budget bringing their PMC to 19.8% instead of the 19% limit set for Latin America (18% for Management Costs and 1% for Evaluation costs).
PROGRAMME STRATEGY AND THEORY OF CHANGE
OUTCOME 1 - LEGISLATIVE AND POLICY FRAMEWORKS

**Responsible UN Agency:** UN WOMEN

**Implementing UN Agencies:** UN WOMEN and UNICEF

**Outcome Statement:** Evidence-based and with cultural approach laws and policies frameworks on femicide, the continuum of all forms of violence, and intersectional discrimination against women, girls, and adolescent girls adopted and translated into action plans in line with international human rights standards through a political compact among decision makers, institutions and women’s movements.

**THEORY OF CHANGE**

If (1) Organizations, networks and movements of Mayan, Garifuna, Afro-descendant, Xinka and Mestizo women, girls, adolescent girls, feminists and women human rights defenders including national, traditional and local authorities, and other actors participate in assessing, developing and implementing laws and policies for the elimination of femicide and other forms of violence against women, girls and adolescent girls;

If (2) laws and policies that prevent, address and provide a transformative redress to femicide and violence against women, girls and adolescent girls are in line with international standards, harmonized, monitored and well-funded for their implementation;

then (3) an enabling legislative and normative environment on EVAWG, including femicide and other forms of discrimination is in place and translated into plans because (4) State, traditional and local justice administration systems that uphold women, girls, and adolescent girls’ rights and provide for transformative redress for the elimination of femicide and other forms of violence and intersectional discrimination; and

(5) Effectively implemented legislative and policy frameworks address impunity, and the main obstacles for the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, including in the areas of prevention, services and data collection in a coordinated and coherent manner by national, traditional and local actors.

**Output 1.1:** Supported and dynamized the Legislative Agenda for the Advancement of Women, girls and adolescent girls, which includes catalytic and evidence-based law proposals for the elimination of femicide, other forms of violence and intersectional discrimination, along with a mechanism of conventionality control.

**Key Interventions**

<table>
<thead>
<tr>
<th>Outputs and key interventions</th>
<th>Planned products</th>
</tr>
</thead>
</table>
| 1.1.1. Design and strengthening of laws for the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls and to achieve gender equality, by the Congress (aimed at specific commissions), based on evidence and in accordance with the international standards and the recommendations of international treaty bodies. | • Organize working sessions for the Women’s Political Forum and the Congress Women’s Commission, to discuss and review the Legislative Agenda for the Advancement of Women. One of the topics that will be addressed in these sessions is the legal analysis of the Constitution’s Article 4; regarding to equality and its effects on the national legislation about women and indigenous people’ human rights.  
• Technical support for specific Congress Commissions for the preparation of bills, approval and publication of Laws proposed under the Legislative Agenda for the Advancement of Women will be provided.  
• Support the development of policy/proposal |
| 1.1.2. **Provide financial assistance** and support mobilization of Mayan, Garifuna, Afro-descendant, Xinca and Mestizo women, girls, and adolescent girls, feminists and women's human rights defenders in the adoption, strengthening and implementation of laws for the elimination of femicide, other forms of violence and intersectional discrimination against them | • Documenting good practices, lessons learnt and recommendations of women's movements to advance the Legislative Agenda for the Advancement of Women.  
• Provide grants to  
• CSOs to undertake analysis on the challenges of Femicide's Courts that limit the application of the law. Undertake compilation of good practices and judgments that use national and international jurisprudence on women and indigenous people human rights. |
| --- | --- |
| 1.1.3. **Capacity strengthening and advocacy to the Supreme Court of Justice and the Constitutional Court** to ensure a conventionality control in the adoption, derogation, improvement, and implementation of the national normative framework for the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls and gender equality. | • Organize High Level Events with Inter-American Commission on Human Rights (ICHR) judges regarding to the advances in the incorporation of the conventionality control principle in national courts. Some of the topics of this events will be: (1) Substantive Equality Principle; (2) Due Process of law; (3) Due Diligence and (4) Transforming Reparation.  
• Support working sessions for the exchange on national judgments that incorporate the conventionality control principle.  
• Publication and public presentation of key national judgments that comply with the conventionality control principle and the ICHR jurisprudence.  
• Provide grants for CSO and HRW defenders for observance and reporting about the adoption and implementation of conventionality control in the Supreme Court of Justice and the Constitutional Court. |
**Output 1.2:** National and local actors develop national and local action plans based on evidence, with adequate funding and with monitoring and evaluation systems, harmonized with laws and public policies to increment financing for empowerment of women, girls and adolescent girls, the elimination of femicide and other forms of violence and intersectional discrimination against them, in accordance with international standards.

<table>
<thead>
<tr>
<th>1.2.1 Capacity development of State institutions to develop national and local action plans based on evidence, with adequate budgets, and with monitoring and evaluation systems, harmonized with the laws and public policies to increase financing relative to the empowerment of women, girls and adolescent girls, elimination of femicide, other forms of violence and intersectional discrimination against them, in accordance with the international standards.</th>
<th>Undertake and disseminate studies on gender budgeting and the existing programs led by the State institutions for the women’s empowerment from an intersectional approach and proposal to improve the bottlenecks identified.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.2. Strengthen the technical capacities of the Urban and Rural National Development Councils to design national and local action plans based on evidence, with adequate budgets, and with monitoring and evaluation systems, harmonized with laws and public policies to increase financing relative to the empowerment of women, girls and adolescent girls, the elimination of femicide, other forms of violence and intersectional discrimination against them, in accordance with international standards.</td>
<td>Provide grants for Women organizations on the mapping of existing programs led by the Urban and Rural National Development Councils for the women’s empowerment from an intersectional approach and proposal to improve the bottlenecks identified. Publication and public presentation of the report.</td>
</tr>
<tr>
<td>1.2.3. Financial support to women organizations to establish a follow up mechanisms for the development of national and local action plans based on evidence, with adequate budgets and with monitoring and evaluation systems, harmonized with laws and public policies to increase financing for the empowerment of women, girls and adolescent girls, the elimination of femicide, other forms of violence and intersectional discrimination against them, in accordance with the international standards.</td>
<td>• Provide grants for women’s organizations through the signing of a Project Cooperation Agreement (PCA - through competitive exercise) to undertake monitoring and follow up development of national and local action plans. Support the preparation of report on the applications of mechanisms in the elaboration of national plans for the elimination of femicide and other forms of violence against women, girls and young girls.</td>
</tr>
<tr>
<td>1.2.4. Support to the Presidential Secretariat for Women and the National Coordinator for the Prevention of Intra-family Violence and Violence Against Women to accompany and advice the development of national and local action plans based on evidence, with adequate budgets and monitoring and evaluation systems, harmonized with the laws and public policies, to increase the financing for the empowerment of women, girls and adolescent girls, elimination of femicide, other forms of violence and intersectional discrimination against them, in accordance with international standards.</td>
<td></td>
</tr>
</tbody>
</table>
Output 1.3: State, traditional and local justice administration systems develop norms, common principles, coordination mechanisms and practices with cultural pertinence and women’s human rights approach for the elimination of femicide and other forms of violence and intersectional discrimination against women, girls and adolescent girls.

<table>
<thead>
<tr>
<th>1.3.1 Sensitization and capacity strengthening of traditional administration systems to report proposals and management mechanisms and solutions that indigenous women leaders and indigenous women authorities, use to coordinate with the ordinary judicial system for ensuring access to justice for indigenous women in case of femicide and violence against women, girls and adolescent girls’ cases.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.2. Support thematic dialogues between the Judicial System and the indigenous/traditional authorities to enhance a cultural approach for the access to ordinary justice of indigenous women at local and national level.</td>
</tr>
</tbody>
</table>

- Undertake dialogue, learning and sharing of practices and mechanisms that indigenous/traditional women authorities (midwives, spiritual guides and women leaders) follow for the coordination with the ordinary judicial system.
- The Peace Accords and the international and national jurisprudence recognize the existence of the indigenous customary law and the legitimacy of the sanction according to the indigenous customary law. However, the Judicial System has a lack of a cultural approach for facilitating access to justice of indigenous women. The programme will support dialogues between the Indigenous/traditional authorities and the judicial system about how the ordinary judicial system could incorporate the Maya Cosmovision and a cultural approach in the argumentation/reasoning of the judgements and conflict resolutions.

The conclusions and recommendations will be publicized.
1.3.3. Strengthen the organizations of indigenous, rural women and women in agriculture, in their dialogue with national, traditional and local authorities for the harmonization of principles, coordination mechanisms and practices coherent with international standards for the empowerment of women, girls, and adolescent girls and the elimination of femicide, other forms of violence and intersectional discrimination against them.

Provide grants for Women organizations through the signing of a Project Cooperation Agreement

<table>
<thead>
<tr>
<th>OUTCOME 2 – INSTITUTIONAL STRENGTHENING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible UN Agency: UNDP</td>
</tr>
<tr>
<td>Implementing UN Agencies: UNDP and UN WOMEN</td>
</tr>
</tbody>
</table>

The Justice System and relevant specialized institutions, at the national and sub-national levels, implement programs based on evidence that prevent and effectively respond to femicide, violence and intersectional discrimination against women, girls, and adolescent girls.

THEORY OF CHANGE

If (1) the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls apply a national coordinated model based on evidence for the criminal investigation, the penal strategic prosecution, the administration of justice and the transformative reparation of femicide and other forms of violence against Mayan, Garifuna, Afro-descendant, Xinka and Mestizo women, girls, and adolescent girls;

if (2) the institutions of the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls respond in a coordinated manner, with actions centered in women, girls and adolescent girls; and

if (3) the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls incorporate mechanisms to ensure the protection of women, girls and adolescent girls survivors of femicide and other forms of violence based on the effective identification of the risks and recurrence of violence that may result on femicide;

then (4) women, girls and adolescent girls have access to specialized, prompt and accessible justice and security;

because (5) the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls act with due diligence and respond to the international norms, principles and standards on women and girls’ rights

Outputs

Output 2.1: Key staff of the Justice system and relevant institutions specialized on femicide and other forms of violence against women, girls and adolescent girls adopt an integral national and sub-national model, based on evidence for the response and prevention of the crime of femicide and other forms of violence and intersectional discrimination against women, girls and adolescent girls, as per the Model Latin American Protocol for the Investigation of the Violent Deaths of Women based on Gender (Femicidee).

2.1.1 Revise and improve the tools, Revise and update tools, institutional
**institutional practices and coordination** among the Directorate of Criminal Investigation of the General Prosecutor (DICRI in Spanish) and other institutions involved in the processing, management of the crime scene and recollection of evidence of femicide and other forms of violence against Mayan, Garifuna, Afro descendant, Xinca and Mestizo women, girls and adolescent girls, applying the national and international protocols.

- Support the procurement of Specialized equipment for the Directorate of Criminal Investigation of the General Prosecutor (DICRI) for the processing, management of the crime scene and collection of evidence of femicide and VAW

- Undertake training workshops for the use of equipment and crime scene management applying the Model Latin American Protocol on femicide

<table>
<thead>
<tr>
<th>2.1.2 Support the coordinated investigation of femicide, crimes against the life and other forms of violence against Mayan, Garifuna, Afro descendant, Xinca and Mestizo women, girls and adolescent girls, based on evidence and in accordance with the National and international protocols by the Prosecutor against the Crime of Femicide and other relevant prosecutors.</th>
<th>Design of the training modules on investigation and analysis as per established guidelines applying the Model Latin American Protocol</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.3 Support the integration of criteria and methods of criminal analysis for the strategic penal prosecution of crimes of femicide, crimes against the lives and other forms of violence against Mayan, Garifuna, Afro descendant, Xinca and Mestizo women, girls and adolescent girls</td>
<td>Design of analysis tools that incorporate criteria and methods of criminal analysis for the strategic penal prosecution of the crime of femicide, crimes against the lives and other forms of violence against Mayan, Garifuna, Afro descendant, Xinca and Mestizo women, girls and adolescent girls, and undertake training on these tools</td>
</tr>
</tbody>
</table>
and Mestizo women, girls, and adolescent girls based on evidence and the national and international standards in the Directorate of Criminal Analysis of the General Prosecutor (DAC in Spanish)

| 2.1.4. Strengthen the penal prosecution and strategic litigation of femicide, crimes against the lives and other forms of violence against women, girls and adolescent girls. | Expert support for the Analysis Directorate in the incorporation of international standards, principles of human rights, gender and ethnic equality in the development of analysis reports for penal prosecution and strategic litigation. This will be supported in coordination with the AECID Programme Prevention of Violence against women, childhood and adolescence.

Design and implementation of the theory of the case, penal prosecution and strategic litigation from a human rights perspective, gender, ethnic and age equality.

Design, implementation and training on tools for transformative reparation of femicide and other forms of violence against women, based on international standards, human rights, gender, ethnic and age equality. |

| 2.1.5. Strengthen the Jurisdictional Bodies Specialized in Femicide and Other Forms of Violence Against Women, Training Centre and Monitoring Unit, to apply the national and international principles and standards on transforming reparation. | Systematization of the national as well as ICHR’s jurisprudence on transforming reparation.

High Level Panel about the transforming reparation in the penal prosecution of femicide, crimes against the live and other forms of violence against women, girls and adolescent girls. |

| 2.1.6. Improve the inter-institutional coordination of the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls through the harmonization of institutional tools, protocols and guides. | Inter-institutional dialogue

Expert in inter-institutional coordination |

| 2.1.6. Improve the inter-institutional coordination of the justice system specialized on femicide and other forms of violence against women, girls and adolescent girls through the harmonization of institutional tools, protocols and guides. | Revise and monitor the agreements, mechanism and institutional and inter-institutional strategies (General Prosecutor, Judiciary, National Civil Police), for coordinating the strategic penal prosecution in line with the MP-OJ Joint Strategy to increase access to justice to women. This will be supported in coordination with the AECID Programme Prevention of Violence against women, childhood and adolescence. |

| 2.1.6. Technical support for the strengthening of the National Forensic Science Institute. | |

**Output 2.2: Improved response to violence against women, girls and adolescent girls, through**
the development of a coordinated sub-national model and based on evidence (criminal investigation, strategic penal prosecution, transforming reparation of the crime of femicide and other forms of violence against women, girls and adolescent girls in accordance with Model Latin American Protocol for the Investigation of the Violent Deaths of Women based on Gender (Femicide), with multisectoral participation and the participation of the most excluded and vulnerable women.

<table>
<thead>
<tr>
<th>Output 2.3: Principles, protocols and tools developed to enable institutions to adopt and improve coordination mechanisms (based on evidence) and develop capacities for the effective identification of the risks and recurrence of violence that may result in femicide.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.2.1 Criminal investigation model strengthened in selected territories, including the Analysis Directorate and the use of innovative technology.</strong></td>
</tr>
<tr>
<td>- Mapping of relevant actors and other stakeholders to address femicide and other forms of violence against women as a criminal phenomenon in the areas of intervention</td>
</tr>
<tr>
<td>- Analysis of the criminal trends on VAW in two selected territories</td>
</tr>
<tr>
<td>- Undertake training on criminal investigation</td>
</tr>
<tr>
<td>- Consultancy for the analysis of administrative data on VAWG including femicide, in line with international standards.</td>
</tr>
</tbody>
</table>

| **2.2.2. Support a coordinated and functioning inter-institutional mechanisms in selected territories for the protection of Mayan, Garifuna, Afro descendant, Xinca and Mestizo women, girls, and adolescent girls victims/survivors of femicide and other forms of violence against them, particularly the most marginalized ones.** |
| - Improved coordination in prioritized territories. |
| - Application of protocols and instructions, implementation of joint strategy among institutions |
| - Mapping of inter-institutional mechanisms for the protection of women/girls survivors/victims of femicide and other forms of violence |
| - Proposal for the efficient and coordinated functioning of inter-institutional mechanisms for the protection of women/girls survivors/victims of femicide and other forms of violence against women as a criminal phenomenon |
| - Technical support for the application of protocols and instructions, implementation of joint strategy. |

| **2.2.3 Establish and/or strengthen the transparency and social audit mechanisms, particularly related to women, girls, and adolescent girls victims and survivors of femicide and other forms of violence against women in prioritized territories.** |
| Grants for CSO for the observance of investigation, persecution and sanction processes in femicide and other forms of violence cases. |
### 2.3.1. Capacity strengthening, and install the coordinated control system for perpetrators and security measures in prioritized territories.

- Undertake training on security measures in prioritized territories.
- Study in Cobán, Guatemala City and Chimaltenango about the use of security measures for victims and the effects on their effective security in coordination with AECID Programme Prevention of Violence against women, childhood and adolescence.

### 2.3.2. Coordinate the protection of women, girls, and adolescent girls through the direct lines of the National Civil Police (110)

- Assessment about the use of the 110. Lessons learned and recommendations.
- Tools and training for the National Civil Police direct line 110 in risk analysis in VAW cases.
- Acquisition of equipment and software for the decentralization and accessibility of the telephone line 1572 and the panic button of the Attorney General.
- For the implementation of these interventions, it is necessary to coordinate efforts with the AECID Programme Prevention of Violence against women, childhood and adolescence.

### 2.3.3. Establish the alliances with the private and the diverse sectors of the civil society in the selected territories to facilitate coordination, decentralization and accessibility of the 1572 telephone line and the panic button of the General Prosecutor from a cultural, age and gender perspective including accessibility for women, girls, and adolescent girls with incapacities and pertaining to other most marginalized groups.

- Assessment about the use of the 1572 and panic button. Lessons learned, recommendations and plan for the establishment of alliances with the private sector as well as the CSO.

## OUTCOME 3 - PREVENTION. CHANGE OF NORMS AND BEHAVIOURS

**Responsible UN Agency:** UN WOMEN  
**Implementing UN Agencies:** UNICEF, UNESCO, UNFPA and UN WOMEN

The social norms, attitudes and the commitments on gender equality are transformed at the individual and community level to prevent femicide and other forms of violence against women/girls, and its recurrence, in line with the political and normative frameworks of the country.

### THEORY OF CHANGE

If (1) education programmes and policies that promote gender equality, including comprehensive sexual education are implemented;  
- if (2) social tolerance and normalization of violence against women, girls, and adolescent girls is addressed with diverse actors at the individual, family, communitarian and national levels; and  
- if (3) secure environment and spaces are promoted for gender equality and the prevention of violence against women, girls, and adolescent girls as an element of citizen security;  
- then (4) a contribution will have been made for the creation of safe spaces and the shift of individual and promotion of socio-cultural norms conducive for gender equality;  
- because (5) coordinated and multi-pronged prevention strategies will have been implemented for the
prevention of violence against women, girls, and adolescent girls, which addresses the risk factors at the individual and community levels.

**Output 3.1: Strengthened the education system with the implementation of programmes and policies that promote gender equality, including integral education on sexuality and the prevention of violence against women, girls, and adolescent girls with a multi-cultural focus.**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1.1 Facilitate the implementation of the Policy of Educational Equality for Women through its promotion at national level, and capacity strengthening of technical and teaching staff from the Ministry of Education at local level.</strong></td>
<td><strong>- Undertake monitoring and evaluation report on the implementation of the Policy of Educational Equality for Women.</strong>&lt;br&gt;<strong>- Assessment report of the implementation including identification of challenges, their causes, and specific recommendations to address them.</strong>&lt;br&gt;<strong>- Support training workshop for the MINEDUC staff on the implementation of the Policy of Educational Equality for Women.</strong>&lt;br&gt;<strong>- Support the promotion of the Policy of Educational Equality for Women, through design of promotional materials to improve the visibility of the Policy and its implementation.</strong></td>
</tr>
<tr>
<td><strong>3.1.2 Support the implementation of the Comprehensive Sexuality Education (CSE) and the prevention of violence Strategy</strong></td>
<td><strong>- Development of educational materials for the implementation of comprehensive sexuality education processes at the community level in schools</strong>&lt;br&gt;<strong>- Implementation of the comprehensive sexuality education Strategy with the Ministry of Education through the B-learning “Prevention through education” aimed to strengthening teachers with assets to implement contents and methodologies in the classroom.</strong>&lt;br&gt;<strong>- Production of information, institutional records and systematization of documents on the process of implementing of comprehensive sexuality education that facilitates decision-making at the highest political level of MINEDUC and the institutionalization of the CSE.</strong>&lt;br&gt;<strong>- Strengthening capacities for teachers, tutors and students in the priority areas for the implementation of the comprehensive sexuality education strategy.</strong>&lt;br&gt;<strong>- Support implementation of comprehensive sexuality education processes within extracurricular approach through community radio to reach the most marginalized adolescent girls and young at the priority areas.</strong>&lt;br&gt;<strong>- Strengthen the technical capabilities of the National Coordination on CSE of the EFPEM-USAC to give continuity to the social audit processes of the implementation of the Integral Strategy of Sexuality at the territorial level.</strong>&lt;br&gt;<strong>- Strengthening technical capacities of National Coordination on CSE of the EFPEM-USAC to continue the implementation of the CSE</strong></td>
</tr>
</tbody>
</table>
### Diploma aimed to support CSOs for the implementation of comprehensive sexuality education in non-formal and non-formal education spaces nationwide

### 3.1.3 Implementation of the Universities Free of Violence against Women Strategy at a national level

Support the development of the Universities Free of Violence against Women Strategy and the steps for its implementation.

- Monitoring and evaluation report on the implementation of the Universities Free of Violence Strategy.

Support for strengthening of the policy and plan of gender equality in higher education at the university of San Carlos Guatemala; undertake analysis of the existing Policy and Plan of Gender Equality in Higher Education at the University of San Carlos Guatemala and its implementation.

- Document with information and recommendations for the implementation of the policy based on the analysis of the Policy and Plan of Gender Equality in Higher Education at the University of San Carlos Guatemala.

- Undertake training workshop on the implementation of the existing gender equality policy at USAC.

- Develop digital/communication strategy for the promotion of gender equality in higher education and universities free of gender-based violence.

### Output 3.2A: Fostered local programmes based on evidence that promote safe environments and spaces for gender equality and the prevention of violence against women, girls, and adolescent girls in the framework of citizen security.

#### 3.2A.1. Support the integration of strategic needs for the prevention of violence against women, girls, and adolescent girls in municipal plans for citizen security.

Undertake a Participatory diagnosis to build safe spaces for women, girls and young girls in zone 18.

Local plans to improve infrastructure and urban planning for the safety of women, girls and young girls in zone 18 public spaces.

Information and awareness campaign about women, girls and young girl’s safety in public spaces in traditional media, local transport and social networks in Guatemala City and Chinautla.

New technologies for the safety of women, girls and young girls in public spaces of zone 18.

Alert and help system at the community level to prevent violence against women, girls and young girls in zone 18 public spaces.

Safe city study on sexual violence and other forms of violence against women, girls and young girls in Chinautla.

Action Plan to prevent and eradicate violence against women, girls and young girls in public spaces in Chinautla.
Municipal normative for the prevention of violence against women, girls and young girls in public spaces in Chiautla.

Safe city study on sexual violence and other forms of violence against women, girls and young girls in Cobán.

Action Plan to prevent and eradicate violence against women, girls and young girls in public spaces in Cobán.

Municipal normative for the prevention of violence against women, girls and young girls in public spaces in Cobán.

Information and awareness campaign about women, girls and young girls’ safety in public spaces in traditional media, local transport and social networks in Cobán.

Implementation of actions for the prevention of violence against girls, adolescents and women from the generation of safe spaces at the community level from an ecological approach that includes families, community gatekeepers among others.

3.2A.2. Capacity strengthening, advocacy and technical assistance to the Secretariat of Social Works of the Spouse of the President (SOSEP in Spanish) for the design of the Women City programme, which includes measures for gender equality, women's empowerment and the prevention of violence

Support action Plan inspired by Ciudad Mujer Programme and its intervention model

Experience exchange with other countries, like El Salvador or Honduras

3.2A.3. Design and strengthening of early warning systems for the prevention of femicides and other forms of violence against women, girls, and adolescent girls at the local level

Support the setting up of an alert and help system at the community level to prevent violence against women, girls and young girls in Chiautla and Cobán.

Output 3.2B: Developed a C4D strategy to reduce the social normalization of violence against women, girls, and adolescent girls and its links with violent masculinities at the individual, family and community levels, with a multi-cultural focus.

3.2B.1 Development of a diagnosis on communication to identify knowledge, attitudes, practices and social norms that influence the normalization of violence against women, girls, and adolescent girls at the municipal, communitarian and family levels

Document with the diagnosis about knowledge, attitudes, practices and social norms that influence the normalization of violence against women, girls, and adolescent girls at the municipal, communitarian and family levels.

Workshops to socialize results of the diagnosis

Print materials for socialization of results the diagnosis

3.2B.2 Design of the communication strategy for the prevention of the violence against women, girls, and adolescent girls, built with inter-sectorial teams and with an inter-cultural focus

Workshops for develop the strategy.

Document with communication for development -C4D- strategy for the prevention of the violence against women, girls, and adolescent girls, built with inter-sectorial teams and with an inter-cultural focus.

Reproduction of materials for build the strategy,
| 3.2B.3 Implementation of the communication strategy for prevention of the violence against women, girls, and adolescent girls, at the municipal, communitarian and family levels. | Production of educational materials.  
Report on the progress of the implementation of the communication strategy for prevention of the violence against women, girls, and adolescent girls, at the municipal, communitarian and family levels. |
|---|---|
| 3.2B.4 Monitoring and evaluation of the communication strategy for the prevention of violence against women, girls, and adolescent girls | Community monitoring system design  
Workshop for use the monitoring system.  
Application of community monitoring tool  
Document with the systematization of results of the communication strategy for the prevention of violence against women, girls, and adolescent girls. |

**Output 3.3: Monitored the representation of women in the media and supported standard reporting that advance gender equality with a multi-cultural focus, through an observatory of communication media.**

| 3.3.1. Support the establishment of an Observatory on violence against women, girls, and adolescent girls in the media and social networks. | IT CONSULTANCY:  
• Database structure built for the collection, storage and sorting of data acquired through the monitoring of the representation of VAWGA in communication media.  
• Operations and maintenance report on the database.  
Call for proposals following the regulations of UNESCO.  
• Systematized report on the monitored media.  
• Dissemination of results of the observatory through social networks.  
M&E CONSULTANCY:  
• Monitoring and evaluation report on the analysis of the data from the Observatory. |
|---|---|
| 3.3.2 Supported the development of editorial and media protocols and tools to promote gender equality and women's human rights. | Call for proposals following the regulations of UNESCO.  
• Guide on the systematized results of the Media Observatory.  
• Workshop design document containing training modules, agenda, resources and methodological plan for the workshops with media for the construction of editorial and media protocols.  
• Development of a strategy to raise awareness about the role of the media in reducing VAWG.  
M&E CONSULTANCY:  
• Monitoring and evaluation report on the analysis of the data from the Observatory. |
| 3.3.3. Creation of a social communicators network for gender equality. | M&E CONSULTANCY:  
• Monitoring and evaluation report on the creation of a network of social communicators for gender equality.  
• Assessment report of the implementation including identification of problems, their causes, and specific recommendations to address them.  
• Systematization report on the activities carried out by the network of communicators (e.g. Best practices) |
OUTCOME 4 – QUALITY SERVICES WITH A FOCUS ON PREVENTION AND RESILIENCE

**Responsible UN Agency:** UNFPA

**Implementing UN Agencies:** UN WOMEN, UNICEF

State institutions and civil society organizations strengthened to ensure the accessibility, availability, acceptability, and quality of essential services for women, girls, and adolescent girls victims and survivors of violence at the national and local levels.

**THEORY OF CHANGE**

If (1) essential services function as a referral and counter referral system;

if (2) essential services are provided through strengthened technical and institutional capacities based on human right standards; and

if (3) essential services are decentralized and harmonized through inter- institutional responses at the territorial level, and are made available;

then (4) women, girls, and adolescent girls victim and survivors of violence against women increase their use of non-victimizing services and recover from violence;

because (5) essential services (health, judicial, fiscal, police, social and comprehensive protection, and governance coordination) are available, accessible, acceptable, of quality and pertinent, to guarantee women, girls, and adolescent girls' rights to a life free of violence, to security and well-being.

**Outputs and Key Interventions**

Output 4.1: Designed, actualized, and implemented the institutional normative frameworks and technical tools for the provision of quality essential services for the victims and survivors of violence against women, girls, and adolescent girls and their families, based on international standards and guidelines linked to the delivery of services to victims with emphasis on the guidelines of the Essential Services Programme.

- Development, actualization, harmonization and implementation of the technical frameworks and institutional guidelines as per international standards and recommendation;
- Institutional staff training in the application of the normative frameworks and the technical tools;
- Dissemination of the normative frameworks and the technical tools with the CSO for the monitoring of their implementation and the development of social audit actions;
- Monitoring and evaluation of the normative frameworks, the technical tools and the training processes;
- Incorporation and institutionalization of the normative frameworks and the technical tools to the systematic training of the staff through their internal educational instances.

Output 4.2: Women, girls, and adolescent girl survivors of violence have greater access to information and essential services through the strengthening of the two institutional mechanisms aimed at the decentralization, inter-institutional articulation and integration of essential services for
the attention and the prevention of violence against women, girls, and adolescent girls victims and survivors of violence in prioritized areas.

- Strengthening the technical capacities of the institutions for the inter-institutional coordination;
- Definition and implementation of the intra-institutional and inter-institutional coordination processes for the provision of comprehensive attention services for women, girls, and adolescent girls victims and survivors of violence; and
- Definition and implementation of the decentralization mechanisms of the institutions that provide essential services for women, girls, and adolescent girls victims and survivors of violence at the local level.

The results that are expected to be achieved are:

- Technical frameworks and institutional guidelines of six government institutions, the CAIMUS network and two interinstitutional coordination mechanisms developed, updated, harmonized and implemented according to international standards and recommendations related to the provision of victim services.
- Staff of the six government institutions and the CAIMUS network trained for the application of technical frameworks and institutional guides.
- Technical capacities of CSOs strengthened for the development of social audit actions linked to the degree of implementation and appropriation of technical frameworks and guidelines developed at the institutional level to improve quality standards in the provision of services to women, adolescents and girls victims of violence.
- Continuous evaluation of the degree of application of quality standards in the provision of services to victims of violence.
- Training programs for institutionalized human resources through their internal educational instances.
- Human resources of institutions formed and trained in a systematic way on standards for care, technical frameworks and institutional tools related to the provision of services to victims.
- Technical capacities of national and local institutions strengthened for inter-institutional coordination
- Intra-institutional and interinstitutional coordination processes defined and harmonized for the provision of comprehensive services for women, girls, adolescents, survivors of violence

Decentralization mechanisms of institutions that provide essential services for women, girls and adolescents defined and operationalized.

OUTCOME’S CONTRIBUTION TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Interventions under outcome 4 will contribute to SDGs 5, 10, 16 and 17 and the outcome foresees the provision of essential services and the development of tools that would allow offer the provision of services that will address the specific needs of victims, based on human rights standards, and sensitive to factors such as culture, age, disability, gender identity, and others, which promote the empowerment of women, girls and adolescent girls and guarantee their security as a central element linked to the prevention of femicide.

OUTCOME 5 – MANAGEMENT OF DATA TO INFORM POLICIES AND PROGRAMMES FOCUSED ON VAWG AND FEMICIDE

Responsible UN Agency: UNFPA
Implementing UN Agencies: UN WOMEN, UNFPA and UNDP
Quality, disaggregated and globally comparable data on femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls has been collected and analysed, in line with international standards to contribute to decision making based on evidence.

**THEORY OF CHANGE**

If (1) data on femicide and violence against women is strengthened through the harmonization of conceptual frameworks, indicators and variables;

if (2) national institutions and governance and coordination mechanisms are strengthened in all phases of the information cycle, producing highly disaggregated data in a systematic, timely and automatized manner; and

if (3) available information in the country is complemented with data on victimization and with quality and specialized investigation;

then (4) laws, policies and programme of State institutions will will be based on reliable quality data to better inform their decisions aimed at preventing and combating femicides and other forms of violence against women and girls;

because (5) an evidence-based culture has been generated to better enable the understanding of femicide and other forms of VAW and there is greater comparability of the information at the national, regional and global levels, in line with international standards.

### Activities and actions

<table>
<thead>
<tr>
<th>Activities and actions</th>
<th>Planned products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1.A Strengthened, Harmonized and standardized data of the National Information System on Femicide and VAWGA for their comparability at the national and international levels.</strong></td>
<td></td>
</tr>
<tr>
<td>5.1.A.1 Upgrade of the general variables and specific variables document of SNVCM, for the standardization of the statistics on violence against women with a human rights focus;</td>
<td>• Variables of the administrative records of institutions linked to SNVCM standardized to produce routine statistics on violence against women with a human rights approach</td>
</tr>
<tr>
<td>5.1.A.2 Strengthening of the statistics capacities of the National Information System on Violence Against Women institutions, in the processes of capture, generation, processing, and analysis of standardized data;</td>
<td>• National Information System on Violence against Women strengthened based on the standardization of data capture, generation, processing and analysis processes.</td>
</tr>
<tr>
<td>5.1.A.3 Support a greater disaggregation of data on VAW according to the capacities of the National Information System on Violence Against Women member institutions;</td>
<td>• Information from the National Information System on VAW with a higher level of disaggregation</td>
</tr>
<tr>
<td>5.1.A.4 Diagnosis and proposal on the process for the implementation of the common registry of VAWGA cases.</td>
<td>• Proposal for the implementation of the common VAWGA case register developed.</td>
</tr>
</tbody>
</table>

### Output 5.1.B

**Output 5.2 Strengthened the statistical processes within the National Information System on Femicide and VAWGA which produce administrative registries (at the national level and in prioritized territories), in any of the phases of the information management cycle, for the harmonization, automatization, and quality information on femicides and other forms of violence against women and girls.**

<table>
<thead>
<tr>
<th>Output 5.1.B</th>
<th>Output 5.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1.B.1 Elaboration and implementation of a plan to strengthen the capacities of the National Information System on violence against women, girls, and adolescent girls, including the use of automatized systems and the dissemination of the information to decision makers.</strong></td>
<td>• Plan to strengthen the capacities of the National Information System on violence against women, girls and adolescents developed and implemented.</td>
</tr>
<tr>
<td>5.1.B.2 Development of automatized systems of</td>
<td>• Automated systems for information</td>
</tr>
</tbody>
</table>
the information management process.  
management with specific institutions linked to SNVCM

<table>
<thead>
<tr>
<th>5.1.B.3 Strengthening of the capacities of the inter-institutional systems of management of information analysis of the prioritized territories.</th>
</tr>
</thead>
</table>
| • Strengthened capacities of the inter-institutional information management systems of the prioritized territories.

Output 5.2. Implemented a specialized survey on violence against women and girls which measures the prevalence of the problem, based on international standards, and generated specialized studies that provide information for decision making.

<table>
<thead>
<tr>
<th>5.2.1 Design of the national survey on violence against women, girls, and adolescent girls;</th>
</tr>
</thead>
</table>
| • National survey on violence against women, girls and adolescents designed.
| 5.2.3 implementation of the complete trials of the survey; |
| • Complete tests of the survey implemented.
| 5.2.4 Study on the links of femicides and violence against women, girls, and adolescent girls with gangs and/or organized crime; |
| • Study on the links of femicide and violence against women, girls and adolescents with gangs and/or organized crime developed.
| 5.2.5 mobilization of funds for the Implementation of the national survey on violence against women, girls, and adolescent girls. |
| • Funds for the implementation of the national survey on violence against women, girls and adolescents mobilized.

OUTCOME’S CONTRIBUTION TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Key interventions under outcome 5 contributes to SDG 5 as it supports the improvement in the use of instrumental technology, particularly the information technology, to promote the empowerment of women. In relation to SDG 16, public access to information will be strengthened, in accordance with the national laws and the international agreements.

OUTCOME 6 – WOMEN’S MOVEMENT AND OTHER CIVIL SOCIETY ORGANIZATIONS STRENGTHENED TO ADVOCATE FOR THE ERADICATION OF VAWG AND FEMICIDE

OUTCOME 6: SUPPORT TO WOMEN’S MOVEMENT FOR ADDRESSING VIOLENCE AGAINST WOMEN, GIRLS AND ADOLESCENT GIRLS.

Responsible UN Agency: UN WOMEN
Implementing UN Agencies: UN WOMEN and UNFPA

Strengthened the organizations, networks of Mayan, Garifuna, Afro-descendant, Xinka and Mestizo women, girls and adolescent girl’s movements as autonomous political actors that influence and advance the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, their empowerment and gender equality.

THEORY OF CHANGE

If (1) women participate and their knowledge, experiences and capacities are strengthened and incorporated in the design, implementation and monitoring of a comprehensive set of norms, policies and initiatives to eliminate femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, the empowerment of women and gender equality;

if (2) strategic alliances and networks among women’s organizations and movements and multisectoral actors are established to replicate and scale the good practices and the experiences of women in the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, the empowerment of women and gender equality; and

if (3) women’s rights organizations have equal access to political, financial, technical and technological resources and a free and conducive environment for their work is created;
then (4) women's movements will advocate, influence, mobilize, innovate, and monitor the accountability of multisectoral actors;

because (6) women, their organizations and their networks will have been strengthened as key actors for the transformation and the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls.

Output 6.1: Increased the opportunities and support to local organizations and groups of indigenous, rural women and women in agriculture, women's human rights defenders to share their knowledge, establish networks and alliances, and to advocate together for the elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, the empowerment of women, and gender equality with relevant actors at the sub-national, national, regional and global levels.

| 6.1.1. Establishment or strengthening of local coordination, articulation, and communication mechanisms for joint advocacy based on evidence on femicide, other forms of violence, and intersectional discrimination against women, girls, and adolescent girls, the empowerment of women and gender equality, with local, national, regional, and international actors. | Undertake mapping of actors with recommendations for strengthening local coordination mechanisms
Women's participation in collective events at the subnational, national, regional and global levels |
|---|---|
| 6.1.2. Design of tools and documentation of the situation relative to femicide, other forms of violence, and intersectional discrimination against women, girls and adolescent girls, in coordination with the national level. | Specialized support to development of tools and documentation process
Support the diagnosis and analysis of the situation related femicide, other forms of violence and intersectional discrimination of women, girls and adolescents girls in selected territories
Women's participation in events at the subnational, national, regional and global levels |
| 6.1.3. Design and strengthening of observatories and analysis of studies on femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls. | Establishing/strengthening observatories and developing studies
Design/plan for strengthening of local observatories
Women's participation in events at the subnational, national, regional and global levels |

Output 6.2. Increased the support to women organizations and defenders of women, girls and adolescent girls' human rights to use the social audit mechanisms for their advocacy, and to influence the prevention, response and elimination of femicide, other forms of violence and intersectional discrimination against women, girls and adolescent girls, and gender equality.

| 6.2.1. Establishment of the mechanisms for monitoring the CEDAW recommendations on state reports on the elimination of femicide, other forms of violence, and intersectional discrimination against women, girls, and adolescent girls. | Expert accompaniment for CEDAW concluding observations compliance
Provided technical support for WCSO for development of monitoring tools and plans
Monitoring and coordination/national-regional-international monitoring and complementary reporting processes
Transfers and Grants to Counterparts for Creation and implementation of common monitoring mechanisms |
| 6.2.2. Implementation of collective strategies for the local, national and international protection of | Provide technical support for WCSO for the participatory design of common protection |
women human rights defenders. strategies and monitoring tools
Monitoring and coordination/national-regional-international monitoring and complementary
reporting processes
Transfers and Grants to Counterparts for creation
and implementation of common monitoring
mechanisms

6.2.3. Pilot for the implementation of the Protocol of Hope for the investigation of threats
against women human rights' defenders.
Guidelines and training modules for the implementation of the Protocol of Hope.
Monitoring and coordination/travel of experts
Transfers and Grants to Counterparts Participation of women in piloting initiative

Output 6.3: National and community organizations and networks of women and women and
girls' human rights defenders have increased the leaderships and advocacy, monitor
capacities for the elimination of femicide, other forms of violence, and intersectional
discrimination against women, girls and adolescent girls and their empowerment, and their
design, implementation, and monitoring of their own programmes.

6.3.1. Support capacity building on women’s rights organization in the strategic litigation and
transformative reparation of femicide, other forms of violence, and intersectional
discrimination against women, girls, and adolescent girls, the empowerment of women,
and gender equality.
Provide grants to CSOs

6.3.3. Capacity strengthening of women’s rights organization in knowledge management, the
design of evidence-based proposals and to scale up good practices and the experiences of
on the elimination of femicide, other forms of violence and intersectional discrimination
against women, girls, and adolescent girls, the empowerment of women, and gender equality.

ALIGNMENT WITH SDG TARGETS AND INDICATORS

The Spotlight Initiative programme in Guatemala is based on a strategic perspective of
intersectionality to substantively contribute to the 2030 Agenda and the achievement of the
Sustainable Development Goals (SDGs). Specifically, the programme will contribute to SDG 5,
“Achieve gender equality and empower all women and girls”; Goals 5.1. “End all forms of
discrimination against all women and girls everywhere” and 5.2. “Eliminate all forms of violence
against all women and girls in public and private spheres, including trafficking and sexual and
other types of exploitation”.

Spotlight will also contribute to the achievement of 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”, and goals 16.1. “Significantly reduce all
forms of violence and related death rates everywhere”; 16.3. “Promote the rule of law at the
national and international levels and ensure equal access to justice for all”.

Outcome 1 will contribute to achieve SDG 5 through the adoption, strengthening and
harmonization of laws and public policies, designed to eradicate femicide and other forms
of violence and intersectional discrimination against women, girls, and adolescent girls. SDG 16 will also be promoted, through the creation and/or strengthening of the normative and policy framework, the basis to significantly reduce the prevalence of femicide and
other forms of violence and intersectional discrimination against women, girls and adolescent girls in Guatemala will be set.

Key interventions under **Outcome 2** will contribute to achieve SDG 5 for the elimination of all forms of violence against women and girls in the public and private spheres and SDG 16 by promoting the rule of law at the national and local levels and guarantee equal access to justice for all, through supporting the creation of efficient responsible and transparent institutions at all levels, and by strengthening the pertinent national institutions to create capacities at all levels, particularly in countries under development, to prevent violence.

Interventions under **Outcome 3** respond to SDG 5 and SDG 11, as foreseen actions are expected to transform social and cultural norms that legitimate and perpetuate the multiple discriminations that women and girls are subjected to. Additionally, through the incorporation of a gender and intersectionality perspective, the initiative will promote safe, inclusive, resilient, and sustainable cities which will ensure the security of women and girls and their right to enjoy public spaces safety, with no violence and discrimination.

Interventions under **Outcome 4** will contribute to SDGs 5, 10, 16 and 17 and the outcome foresees the provision of essential services and the development of tools that would allow offer the provision of services that will address the specific needs of victims, based on human rights standards, and sensitive to factors such as culture, age, disability, gender identity, and others, which promote the empowerment of women, girls and adolescent girls and guarantee their security as a central element linked to the prevention of femicide.

**Outcome 5** will contribute to the Sustainable Development Goal 5 as it aims to increase the coordination of data generation and analysis; and to SDG 17, through the strengthening of technical and institutional capacities to produce information and data that will inform decision making. This pillar bases its results in the international homologation and the transfer of statistics production capacities. The pillar is aligned to goals 17.9; 17.18; and 17.9. In relation to SDG 16, public access to information will be strengthened, in accordance with the national laws and the international agreements.

Key interventions under this **Outcome 6** will directly contribute to SDG 5, as it promotes the leadership and full and effective participation of women’s rights organizations in decision-making, social audit and monitoring aiming at eliminating all forms of violence and discrimination against women, girls, and adolescent girls.

---

**GOVERNANCE**

**STRATEGIC AND POLITICAL GUIDANCE OF THE PROGRAM**

**The Country-level Steering Committee (SC)**

The Country-level Steering Committee (SC) of the Spotlight Initiative in Guatemala is a multi-stakeholder committee composed of eleven (11) persons:

1. The United Nations Resident Coordinator in Guatemala (co-chair)
2. The European Union Ambassador in Guatemala or the delegated person
3. The Presidential Secretary of Planning and Programming (SEGEPLAN in Spanish) – co-chair, or the delegated person
4. The Presidential Secretary for Women (SEPREM in Spanish), or the delegated person
5. The Vice-Minister of the Third Vice-Ministry of the Ministry of Interior, or the delegated person
6. The General Prosecutor of the Public Ministry, or the delegated person
7. The resident representatives of the Recipient UN Organizations
8. Two representatives (or a minimum proportion of 20% the total membership) of the civil society nominated by the Civil Society National Reference Group

The SC will be presided by the United Nations Resident Coordinator, its principal task is to provide strategic and political guidance and oversee the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Ensure strategic and political guidance, communication and coordination on the Spotlight initiative at the country level and support a participatory implementation of the country-level programme, in alignment with Agenda 2030, the national priorities, the United Nations Strategic Development framework (UNDAF), and European Union Country Document.
- Strategic and political guidance for the elaboration of annual workplans, their approval and programme implementation arrangements.
- Review and approval of periodic programme narrative reports submitted by the RC on behalf of recipient United Nations organizations.
- Approve any programmatic or budgetary (revisions of less than 25 per cent of the value of the budget) 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.
- Provide strategic and political advice to manage stakeholder relationships at the country level.
- Consult with other stakeholders (private sector, academy and think tanks), as needed, on the relevance, impact of the programme and its implementation strategy.

The Civil Society National Reference Group (CS-NRG)

In addition to the Country-level Steering Committee (SC), the Spotlight Initiative in Guatemala will have a Civil Society National Reference Group (CS-NRG); a multi-disciplinary and multi-sectoral advisory committee composed by 16 women and young women proposed by the Mayan, Garifuna, Afro descendant, Xinka and Mestizo women, girls and adolescent girls' organizations. The interim CS-NRG played a key advisory role in the design phase of the Country Programme, and once is established as the final CS-NRG, it will provide political and technical advice during the program implementation. The CS-NRG will ensure that the voices of urban, rural, indigenous and afro-descendant women, girls and adolescent girls are heard and that their needs and priorities are considered in decision making.

The CS-NRG will be co-chaired by the United Nations Resident Coordinator, the Ambassador of the European Union, and the Country Representative of UN Women or their delegates. It will have the following roles and responsibilities:

- Provide political and technical guidance on the implementation of the Spotlight initiative at the country level, ensuring active participation from women's Civil Society organizations, in alignment with Agenda 2030, the national priorities, the United Nations Strategic Development framework (UNDAF), and European Union Country Document.
- Political and technical guidance for the elaboration of annual workplans and their approval.
- Technical guidance for the elaboration of periodic programme narrative reports submitted by the RC on behalf of recipient United Nations organizations.
- Political and technical guidance and support for risk management strategies and to ensure the programme is proactively managing and mitigating risks.
- Provide strategic and political advice to manage program relationships with Civil Society at country level.
- Political and technical guidance on the relevance, impact of the programme and its implementation strategy.

**Leading Technical Agency (LTA)**

UN Women will have the technical leadership of the program to ensure the availability of technical expertise to address femicide and other forms of VAWG for the program and its programmatic coherence across the six pillars. UN Women will also play an advisory technical role for the SC, the CS-NRG, the RC and the Implementation Unit of the Program.

The LTA principal task will be to provide technical support and guidance in the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Provide technical guidance and strategic inputs to the Resident Coordinator’s decision making, in the areas of expertise of UN Women to ensure quality and technical consistency and the appropriate political and institutional considerations of Spotlight.
- Advice and support the Coordination Unit in facilitating synergies between Spotlight and other initiatives in progress in the country.
- Provide a global state of the art as well as technical guidance to address femicide and other forms of VAWG in the implementation of the Spotlight initiative at the country level, in alignment with 2030 Agenda, the international normative framework on women human rights (including CEDAW, Belém do Pará), the national priorities, the United Nations Strategic Development framework (UNDAF), and European Union Country Document.
- Advice the Coordination Unit on the exchange of good practices and lessons learnt amongst program implementation stakeholders.
- Provide technical guidance for the strategic elaboration of workplans and their implementation.
- Provide technical advice and feedback to the Coordination Unit in their elaboration of periodic reports to be submitted by the RC on behalf of recipient United Nations organizations.
- Provide technical guidance and support for risk management strategies and to ensure the programme is proactively managing and mitigating risks in coordination with the other UN agencies leading programme pillars.
- Technical guidance on the relevance, impact of the programme, its implementation strategy and monitoring and evaluation strategies, in coordination with the other UN agencies leading programme pillars.

**Leading Technical Agencies by Pillar**

The three core agencies of the Spotlight Initiative (UN Women, UNDP and UNFPA) will lead the six pillars according to their mandates and technical expertise. UN Women will lead pillars 1, 3 and 6; UNDP will lead pillar 2, and UNFPA will lead pillars 4 and 5. These leading agencies, supported by UN Women, will ensure the technical coherence, the implementation of the activities and therefore the achievement of the expected results. These three core agencies will be supported by two additional recipient agencies, UNICEF which will support pillar 3 and 4, and UNESCO which will support pillar 3. The leading technical agencies per pillar and the support agencies will exercise their mandates in close coordination with UN Women, the leading technical agency responsible for
the programmatic coherence, the Resident Coordinator’s Office (RCO) and the implementation unit of the program, which will be under direct supervision of the RC with support from her team (RCO).

The leading Technical Agencies per pillar principal task will be to provide technical support and guidance, according to their mandates and expertise, in the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Provide and access from their regional offices, as necessary, state of the art technical expertise on the pillar they lead to support the implementation of the Spotlight initiative activities at the country level, in alignment with Agenda 2030, the national priorities, the United Nations Strategic Development framework (UNDAF), and European Union Country Document.
- Promote and support the exchange of good practices and lessons learnt amongst counterparts participating in the pillars under their leadership.
- Ensure and support the preparation of technically sound workplans and their implementation, with support from their program officers and the technical liaisons.
- Ensure and support the preparation, revise and endorse the periodic programme narrative reports submitted by the RC to the Secretariat, on behalf of recipient United Nations organizations.
- Under the pillars they lead, provide technical guidance and support for risk management strategies and to ensure the programme is proactively managing and mitigating risks.
- Under the pillars they lead, assess the relevance and impact of the program and provide technical expertise for its implementation strategy.

Technical liaisons

Three technical liaisons will support the technical leadership of the three core agencies, these liaisons will have expertise on the themes cover under the six pillars and will access the recipients’ agencies expertise for the RC and the implementation unit of the program. The technical liaisons will also support the core agencies and the implementation unit with day to day implementation of activities at national and municipal level. The Program Coordinator and the program officers/technical focal points from the three core agencies, will exercise matrix supervision on the technical liaisons.

The Technical Liaison’s principal task will be to provide technical support and expertise for the recipient agencies, the RCO and the implementation unit for the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Under the supervision of the program Coordinator, and the core agencies program officers and the technical guidance of UN Women, participate in the preparation of technically sound workplans and their implementation.
- Under the supervision of the program Coordinator, and the core agencies program officers and the technical guidance of UN Women, and in close collaboration with the RCO, participate in the preparation of the periodic programme narrative reports submitted by the RC to the Secretariat, on behalf of recipient United Nations organizations.
- Serve as liaisons between the three core agencies and the implementation unit of the program across the six pillars of the program.

The Technical Committee (TC)

A Technical Committee will be established to facilitate and ensure the liaison/implementation of the political-strategic decisions of the Steering Committee by the implementation unit of the Program.
This TC will also provide technical advice to the implementation unit for the preparation and implementation of the workplans and the narrative program reports. The TC will be integrated by the program officers/technical focal points of the five Recipient UN Organizations (UN Women, UNDP, UNFPA, UNICEF and UNESCO), the Coordination Officer of the RCO, the Program Coordinator, the three technical liaisons, and the European Union technical focal point. There will also be an extended version of this TC with participation of government officers and Civil Society Organizations representatives. The Committee will meet every 2-3 months.

The Technical Committee’s principal task will be to provide technical advice and expertise for the RCO and the implementation unit for the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Under the strategic and political leadership of the RCO and the technical leadership of UN Women, the TC will actively advice and support the preparation of technically sound workplans and narrative reports before they are presented to the SC, the CS-NRG the EU and the RC for their approval.
- Serve as the coordination and communication technical mechanism to support the work of the implementation unit of the program across the six pillars of the program.
- Serve as the coordination and communication technical mechanism with government institutions technical focal, Civil Society Organizations, EU and other donor’s programs and initiatives to build effective and efficient working networks for the program and identify complementarities.
- Propose recommendations to the SC and the CS-NRG on technical methodologies and tools, re orientation of implementation strategies and mitigation of risks.

Overall Coordination

The overall coordination of the Spotlight Initiative Program will be overseen by the Office of the Resident Coordinator (OCR), supported by the Coordination unit and the UN recipient agencies. The Coordination/Implementation Unit will be integrated by one Program Coordinator, one administrative associate and one M&E and knowledge management specialist.

The main functions of the Coordination/Implementation unit would be:

- Provide technical and strategic advice to the RC on the leadership and general coordination of the program.
- Maintain coordination, communication and close collaboration with the program officers of the Secretariat of the Spotlight Initiative, the European Union and other donors, to ensure coordination and complementarity with other program and initiatives on VAWG.
- Prepare the meetings of the different governance mechanisms of the program, ensure the minutes of the meetings and follow up on the commitments made.
- Establish adequate M&E mechanisms, and consolidate periodic reports for IS.
- Prepare and Integrate work plans, narrative reports and other program documents related to the SI and ensure that program overlaps, and gaps are addressed.
- With technical advice of UN Women, promote the implementation of innovative approaches in the implementation of the SI.
- Coordinate and facilitate synergies between Spotlight and other initiatives in progress in the country.
- Address emerging management and execution problems.
- With technical advice of UN Women, coordinate the implementation of the evaluations.
- Coordinate the work of the implementation unit, the technical liaisons, and the RUNOs program officers for the elaboration of the baseline and the monitoring system and plan of the Program.
- Coordination, implementation and monitoring of activities, as described in the results framework of the program, with the support of the leading technical agency and the RUNOs responsible for the different outcomes.
- Promote and support the exchange of good practices and identify and systematize lessons learnt amongst program implementation stakeholders.
- Under the leadership of the RCO and with technical guidance and support from the RUNOs communication officers, coordinate joint communication activities, support the implementation of communication plans, visibility and public information.
- Support the Country-level Steering Committee and Civil Society National Reference Group to perform their duties.
- Establish communication mechanisms and facilitate the exchange of information and coordination between different groups and teams. Identify opportunities to mobilize resources.
- Under the leadership and guidance of the RC, maintain relations with embassies, missions and donors of the Initiative.

Accountability

The Spotlight Initiative in Guatemala will be strategically and politically led and coordinated by the Resident Coordinator (RC), with the support of the RCO, the Technical Leading Agency, UN Women and the RUNOs. UN Women will advise the RC, the participating agencies as well as the technical teams and the Coordination /Implementation Unit to ensure the technical soundness and pertinence of the programme implementation strategy. The RC and the RUNOs will be also supported by a Gender Specialized Interagency Group, composed of the gender focal points of the UN agencies in Guatemala, who will also bring to the programme implementation the technical expertise of each of the agencies.

The Coordination/Implementation Unit of the program will be established under the direct supervision of the Resident Coordinator. The core agencies Technical Liaisons will be under the matrix supervision of the Programme Coordinator and the three program officers of the core agencies (UN Women, UNFPA and UNDP). Under the leadership of the RUNOs, the Coordination/Implementation Unit will be 100% responsible of the implementation of the day to day activities and the consecution of the outcomes of the programme, with the support of the technical liaisons and the RUNOs.

The Coordinator of the Programme and the technical liaisons of the three core UN Organizations will be responsible for the elaboration and implementation of working plans, in close coordination with the national partner institutions and Civil Society organizations represented both at the Country-level Steering Committee of the Programme, as well as in the Civil Society National Reference Group. With the support of the M&E Officer, the Coordinator of the Programme will also be responsible for the supervision, monitoring and preparation of the narrative reports. Additionally, an Administrative/Financial Assistant will support the work of the Coordination/Implementation Unit.

The information for the preparation of periodic narrative reports to the Spotlight Secretariat, will be provided by the participant UN Organizations through their technical liaisons and with support from the implementation unit. The information will be consolidated by the M&E and knowledge Management Officer and timely presented to the Resident Coordinator and the
Programme Committees for their feedback and endorsement, to support decision-making processes based on evidence at the highest political and strategic level within the Country-level Steering Committee of the Spotlight Initiative.

The Program Coordinator of the Programme will establish the conditions for the elaboration of coherent and comprehensive working plans using the comparative advantages of the different UN Organizations, for the implementation of the strategies identified for the Initiative through a joint articulated programming both at the national and the local levels, and aligned with the UNDAF Results Framework, the 2030 Agenda and the national priorities. This Initiative will be also supported by the Gender specialize groups. These groups will provide technical advice and expertise to the RUNOs for the inclusion of the human rights and gender perspective in the implementation of activities.
HONDURAS Country Programme Profile

Recipient UN Organizations (RUNOs):
UNDP, UNFPA, UNICEF, UN WOMEN

Programme Partner(s):
- OHCHR
- Government: Ministry of General Coordination of Government, Attorney General, Supreme Court of Justice, Ministry of Security (Under Ministry of Prevention), National Information Center of the Social Sector (CENISS), National Statistics Institute (INE), National Institute of Youth (INJ), Ministry of Education, Directorate of Childhood Adolescence and Family (DINAF), Municipal Governments, Ministry of Development and Social Inclusion (“Better Families” Program), Ministry of Health (SESAL), National Women’s Institute (INAM), Municipal Women’s Offices (WMO), Secretariat of Finance, Gender Commission of the National Congress, Secretariat of Human Rights, Justice and Governance, National Committee for Human Rights (CONADEH)
- NGOs, CSOs
- Others: Academia (National Autonomous University of Honduras, UNAH), Private Sector

Programme Location (provinces or priority areas): Tegucigalpa, San Pedro Sula, Choloma, La Ceiba, Intibucá

Programme Description:
The Spotlight Initiative will contribute to reducing femicide in Honduras by developing and strengthening strategic interventions that prevent and respond to violence against women and girls in the country. The programme will work in five municipalities: Tegucigalpa, San Pedro, La Ceiba, Choloma and Intibucá. Special emphasis will be placed on groups facing multiple and intersecting forms of discrimination.

Phase I:
- Total EU contribution: USD 7,200,000
- Total UN Agency Contributions: USD 723,151

Phase II:
- Estimated EU contribution: USD 3,183,272 (To be approved)

Estimated No. of Beneficiaries

<table>
<thead>
<tr>
<th>Indicative numbers</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>56,439</td>
<td>4,061,309</td>
</tr>
<tr>
<td>Girls</td>
<td>22,178</td>
<td>2,605,243</td>
</tr>
<tr>
<td>Men</td>
<td>20,331</td>
<td>3,348,351</td>
</tr>
<tr>
<td>Boys</td>
<td>20,480</td>
<td>2,214,355</td>
</tr>
<tr>
<td>TOTAL</td>
<td>119,428</td>
<td>12,229,258</td>
</tr>
</tbody>
</table>

Note: A breakdown and analysis by intersecting forms of discrimination is provided in the body of this document.
**INDICATIVE INVESTMENT DISTRIBUTION**

**INVESTMENT by AGENCY**
- UNICEF 17%
- UNDP 28%
- UNFPA 20%
- UN Women 35%

**INVESTMENT by PILLAR**
- Outcome 1: Legislation 8%
- Outcome 2: Institutions 15%
- Outcome 3: Norms 26%
- Outcome 4: Services 20%
- Outcome 5: Data 10%
- Outcome 6: Civil Society 21%

**RATIO of PROGRAMME OUTCOME COSTS vs PROGRAMME MANAGEMENT COSTS**
- Programme Management Costs 18%
- Total Programme Outcome Costs 82%

Note*: Investment by Pillar: These are percentages of total Programme Outcome Costs. 18% of the total Direct Programme costs are allocated to Programme Management Costs to serve the six pillars/outcomes.

Programme Strategies and Theory of Change
OUTCOME 1 - LEGISLATIVE AND POLICY FRAMEWORKS

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

THEORY OF CHANGE

If (1) women and VAWG/femicide experts are engaged in assessing, developing and implementing policies and legislation to end femicide

(2) If the implementation of legislations and policies is monitored

THEN (3) an enabling legislative and policy environment on VAWG/femicide and other forms of discrimination is in place and translated into plans, guaranteeing the rights of women and girls

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.

National Strategic Result 1.1a. - In the framework of Agenda 2030, regulatory, legislative and policy gaps (or gaps in implementation) on violence (VAWG) and femicide have been mapped, and recommendations have been drawn up for harmonization in line with international human rights commitments and standards, including the SDG targets related to VAWG-F (i.e. SDG 5).

Activity 1.1.1: Analysis of existing gaps in the national Criminal Code and implementation of recommendations for harmonization with international standards and in the light of SDG 5

- Rapid analysis of existing capacities for alignment with the SDG (RIA), adapted to analyse the VAWG and femicide focus and envelopment of recommendations

- Diagnostic of the execution of the PIEGH in the area of violence at local level (5 municipalities) with recommendations for its effective implementation

- Analysis of the legal framework and legal definition of femicide, disappeared and certain types of violence related to femicide (including girls) and violent deaths of girls: intra-family/domestic violence, workplace violence, sexual harassment in the national Criminal Code, etc. in the light of international treaties and frameworks

- Comparative analysis of comprehensive laws on violence against women (VAWG) in Latin America and the political environments in which they have been approved, with a specific analysis for Honduras and elaborating a series of steps to influence this legislation

Activity 1.1.2: Mapping of gaps and voids in 2 or 3 specific forms or types of violence and implementation of recommendations to address them

- Studies on new forms of violence (forced displacement, migration and gangs) and recommendations to address them in legislation and policies

- Comparative analysis of legislation and public policies on indigenous and Afro-Honduran peoples which identifies gaps with a view to elaboration of a legislative reference framework
or public policies on VAWG and femicide

- Analysis of existing legislation and policies, international and regional conventions and standards and recommendations for action to address forms of violence against women with disabilities

**National Strategic Result 1.1b. – CSOs have been strengthened in their capacity of advocacy and influence (through multi-actor initiatives) on the formulation/reform and adoption of laws and policies to address VAWG-Femicide (“strategic legislative agenda”)**

Activity 1.1.3: Identify, based on evidence and multi-partner agreements, strategic agenda/legislative priorities with high potential impact and implemented the identified strategies on the Laws presented to Nacional Congress.

- Technical assistance on gender, VAWG and femicide for the Committee on Gender Equality and other relevant congressional committees (and sharing of experience), and facilitate for proposals to address the legislative gaps

Activity 1.1.4: Promotion, based on evidence, of spaces for multi-partner debate, dialogue and articulation focused on strengthening laws and policies on VAWG and femicide, especially coordinating inter-institutional links P2, P6, P5)

- Four debates to influence their work plans and possible law reforms, with involvement of the Inter-institutional Committee on Femicide and the Committee to Monitor the Act Against Violence

Activity 1.1.5: CSOs and of the target groups (women, victims, survivors) are strengthened in their capacities to advocate, influence and foster a strategic legislative agenda/priorities on VAWG and femicide

**Output 1.2 - National or sub-national stakeholders are better able to develop evidence-based national or sub-national action plans on femicide in line with international human rights standards with monitoring and evaluation frameworks, have increased financing and appropriate budgets for their implementation, including for those groups facing multiple forms of intersecting discrimination.**

**National Strategic Result 1.2. - Key national actors with greater knowledge and capacities to adapt the Latin American Model Protocol for the Investigation of Gender-related Killings of Women (femicide) to the national reality and an associated action plan has been drawn up.**

Activity 1.2.1: Adaptation of the Latin American Model Protocol on Femicide for adoption and presentation to the judiciary for application.

- Participatory process of adaptation of the Latin American Model Protocol on Femicide for its adoption by the judiciary with a view to its inclusion in the Criminal Code and its adoption by the Criminal Investigation Unit in the Public Prosecutor's Office

- Interpretative opinion of the Congress of the Criminal Code to include girls in the
investigation of femicide

- Study or diagnostic of progress and deficits of the Public Prosecutor's Office and the judiciary in addressing femicide and recommendations for actions to improve criminal investigation of VAWG and femicide and reduce impunity

Output 1.3 – National and sub-national stakeholders have greater knowledge and awareness of human rights obligations and are better able to draft laws and/or policies that guarantee the ability of women’s rights groups, civil society organizations and women human rights defenders to advance the human rights agenda.

National Strategic Result 1.3. - Key national actors with greater capacities and knowledge to strengthen or draft laws/policies which protect women’s organizations/CSO and women human rights defenders in their work of advancing the human rights of women and girls

Activity 1.3.1: The competent institutions have better knowledge and capacities to adopt United Nations Security Council Resolution 1325, adapted to the country situation (chronic violence) including the associated reporting mechanism (includes regional experiences and good practices)

- Analysis of the viability of the adoption of United Nations Security Council Resolution 1325, adapted to the country situation (chronic violence) including the associated reporting mechanism (includes regional experiences and good practices)

- Exchange of knowledge with countries that have implemented the Resolution, and lessons learned and good practices identified

Activity 1.3.2: Systematic structuring of processes (and possible publications)

OUTCOME 2 – INSTITUTIONAL STRENGTHENING

OUTCOME: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence and harmful practices against women and girls and other sectors of the population.

THEORY OF CHANGE

If (1) relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address femicide
If (2) institutions at all levels and relevant stakeholders have strengthened capacity on femicide
If (3) national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent femicide and
If (4) adequate budgets are allocated
THEN (5) institutions will develop, coordinate and implement programmes that integrate the elimination of femicide 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 femicide.
EXPECTED OUTCOMES AND STRATEGIC PRIORITIES IDENTIFIED

Output 2.1 - Key officials at national and sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to femicide, especially for those groups of women and girls facing intersecting and multiple forms of intersectional discrimination.

- **National strategic result 2.1.** Key institutions, at national and local level have evidence and strengthened capacities for results-based planning and management emphasizing a gender focus aimed at developing and implementing innovative programmes which prevent and respond to VAWG and femicide.

To this end, Spotlight will work, on the one hand, with the institutions responsible for the National Planning System (SCGG, SEFIN and INAM) in the framework of the national development strategy for achieving the SDG, and, on the other, with planning units in key institutions (education, health, security, police) to implement VAWG and femicide programmes and projects at national and municipal level – in the priority municipalities (including municipal women’s offices and other local stakeholders which have an impact on the municipal development plan).

Output 2.2 - Multi-stakeholder national and sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation of the most marginalized groups.

- **National strategic result 2.2** - Strengthened national and local inter-institutional coordination (in the priority municipalities) to obtain better outcomes in addressing VAWG and femicide.

To this end, emphasis will be placed on the work of the existing Inter-institutional Committee which are responsible for (i.e. Committee on Femicide, trafficking and Domestic Violence, Inter-institutional Committee on Public Investment in Childhood and Youth) and the Office for Prevention, Security and Defence. The work of the existing “task forces” on specific subjects will also be analysed (i.e. migration and internal displacement) strengthening the capacities to include gender responsive approach sensitive to gender-based violence and to improve coordination with other inter-institutional official bodies.

<table>
<thead>
<tr>
<th>National Strategic Result 2.1.</th>
<th>Key institutions, at national and local level have evidence and strengthened capacities for results-based planning and management emphasizing a gender focus aimed at developing and implementing innovative programmes which prevent and respond to VAWG and femicide</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 2.1.1:</strong></td>
<td>Strengthening the responsible institutions in the national planning system (especially SECGG and SEFIN in the INAM, in the framework of existing coordination mechanisms between them) in the results-based (GBR) planning and management methodologies and tools with a gender focus (including monitoring and evaluation), to incorporate and make visible the contributions focused on VAWG and gender equality (especially in SDG 5 and 16).</td>
</tr>
</tbody>
</table>
### Activity 2.1.2: Mapping gaps, setting and implementing a strategy to strengthen the capacities of these institutions to define specific indicators focused on gender equality, that consider, in the existing planning processes, the need to tackle VAWG and femicide, according to what PIEGH and SDGs 5 and 16 status.

- Based on the analysis of the gaps in the light of international benchmarks (e.g. RIA, Combo, successful experiences, etc.) design and workshops to formulate indicators which ensure planning of activities on prevention of VAWG.

### Activity 2.1.3: Mapping gaps, setting and implementing a strategy to strengthen result-based and gender (+ intersectionality) sensitive planning capacities of institutions and strategic programmes tackling and preventing VAWG and femicide (with emphasis on their planning units and their institutional strategic plans - PEI): e.g. MP, Supreme Court, National Police, health, education, INAM and Ciudad Mujer.

- Diagnostic, design and application of specialized training in planning with a gender focus (focused on VAWG).

### Activity 2.1.4: Strengthen the capacities of the (prioritized) municipalities in results-based planning and management methodologies with gender and intersecting focus (including monitoring and evaluation stages) to incorporate and make visible contributions focused on VAWG and gender equality (especially SDG 5 and 16).

- Consultancy, design and development of training for entities and persons involved in municipal planning including OMM and in accordance with priorities and needs.

- Formulation, in coordination with INAM, of a Guide on institutional support by the Municipality in the prevention of VAWG (coordination of the various municipal departments/entities - including OMM - in effective plans for prevention of violence).

### Activity 2.1.5: Development and inclusion of modules on gender sensitive result-based planning and management (and its relationship to VAWG and femicide) in the curriculum of the High Public Management School (promoted by MADIGEP, the EU funded program on public policies).

- Identification and support for supplementing, with a gender focus, the curriculum of the High Public Management School.

### National Strategic Result 2.2.

- **Strengthened national and local inter-institutional coordination (in the prioritized municipalities) to obtain better outcomes in addressing VAWG and femicide.**

**Activity 2.2.1:** Mapping, analysis and recommendations to strengthen the institutional coordination mechanisms and capacities of the existing inter-institutional committees (i.e. those identified in Pillar 1). Check if they fulfil their functions and have plans and budgets and develop recommendations to strengthen them.

- Diagnostic of the situation of institutional mechanisms and their capacities (national and
- Facilitate inter-institutional coordination to define innovative proposals, e.g. for prevention of violence, i.e. through the "safe spaces" methodology or other niches that appear in the mapping

Activity 2.2.2a: Strengthened capacities of existing inter-institutional coordinating committees (on monitoring, audit, reporting, results-based management and gender-sensitive budgeting, based on the analysis made in activity 2.2.1)

- Support for planning and monitoring of actions and in application of recommendations arising from the diagnostic (at least 3 committees)

Activity 2.2.2b: Strengthening of capacities in VAWG-F of parliamentarians (and other key congressional committees) on planning and budgeting

- Provide technical support to the Gender Committee of the National Congress (contracting of a national part-time expert)

- Training of members of the Gender Committee of the National Congress (and other key congressional committees on planning and budgeting of VAWG plans)

Activity 2.2.3: Mapping and analysis (functioning, viability, sustainability and contribution) of the existing task forces on specific themes (i.e. TF on migration and internal displacement); development of recommendations and advocacy to ensure a sensitive approach to gender-based violence and better coordination with other official inter-institutional coordinating bodies and civil society organizations including groups with multiple vulnerabilities

- Revision and design of a coordination work strategy amongst task forces and an implementation plan for said strategy that applies a gender perspective to gender-based violence and intersectionality and thrives for an improved coordination with other official inter-institutional coordinating bodies, considering indigenous women, youth and applied a human rights-based approach

Output 2.3 - National Partners (Parliamentarians, key government officials and women’s rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to eliminate femicide

- **National strategic result 2.3** – Key institutions have strengthened capacities in budgeting and budgetary allocations focused on gender, with emphasis on ensuring budget allocations to programmes which prevent and respond to VAWG and femicide.

The work on gender-responsive budgeting is closely linked to results-based planning and management, thus it will be carried out in a coordinated way and will retain the same method of intervention. On the one hand, the work will be with the institutions responsible for the National Planning and Budgetary System (including the impact on the Ministry of Finance for the identification of specific markers), and, on the other, with planning units in the key institutions responsible for implementing VAWG and femicide programmes and projects at national and municipal level – in the priority municipalities – (including municipal women’s offices and other local stakeholders which have an impact on the municipal development plan), promoting and ensuring that civil society, women’s and feminist organizations are part of the process.
Both the expected outcomes of Pillar II and those of Pillar VI will be closely and effectively coordinated, in order to enhance their impact and avoid duplication of efforts at the level of the responsible institutions and organizations.

### National Strategic Result 2.3. - Key institutions have strengthened capacities in budgeting and budgetary allocations focused on gender, with emphasis on ensuring budget allocations to programmes which prevent and respond to VAWG and femicide.

<table>
<thead>
<tr>
<th>Activity 2.3.1: State of the art update on progress/institutionalization of budgets with a gender focus in key institutions and (update that of INAM) develop recommendations to be applied (i.e. Diagnostic analysis of progress and the institutionalization of budgets with a gender perspective in key institutions and develop recommendations for its improvement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>i) State of the art update in key institutions for VAWG</td>
</tr>
<tr>
<td>ii) development of recommendations; iii) sharing of the recommendations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3.2: Implement the Development Funding Assessment (DFA) tool, to analyse the flow of funds (national and international) and identify the funds to implement the 2030 Agenda, focusing on implementing commitments to end VAWG</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Revision, elaboration of baseline and financial mapping and results to implement SDG 5 at national level with VAWG focus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3.3: Strengthening the SCGG (and SEFIN and INAM in the framework of the existing coordination mechanisms between them) in the innovative</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Part-time consultancy for technical assistance on gender to strengthen the SCGG</td>
</tr>
<tr>
<td>- Workshops and sharing of experience between national partners</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3.4: Strengthening the capacities of these institutions in defining specific budgetary markers in the existing budgetary processes and mechanisms (i.e. SIAFI), aligned with the PIEGH and SDG 5 and 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Elaboration of specific markers, through the technical assistance on gender to the mentioned institutions (which will be charged with preparing practical guides on methodologies for the incorporation of the gender focus in budgets)</td>
</tr>
<tr>
<td>- Publication of the guides/manuals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3.5: Strengthening capacities for gender sensitive result-based budgeting of institutions and strategic programmes preventing and responding to VAWG and femicide (emphasis on their planning units) e.g. Public Prosecutor's Office, Supreme Court, National Police, INAM, Ciudad Mujer, based on diagnosis in activity 2.3.1.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Design and development of long-term awareness raising and training for the staff of the justice sector and the Public Prosecutor's Office and Police, on gender sensitive results-based budgeting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3.6: Strengthening the capacities of the (prioritized) municipalities budgetary mechanisms and methodologies, results-based management with a gender focus, to incorporate and to make visible contributions focused on VAWG and gender equality</th>
</tr>
</thead>
</table>
(especially SDG 5 and 16)

- Updating of OMM and municipal planning units on budgetary mechanisms and methodologies
- Proposals for the formulation of gender policies in the municipalities, focused on reduction of CAWG (includes proactive role of OMMs)

OUTCOME 3 – PREVENTION- CHANGE OF NORMS AND BEHAVIOURS

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

THEORY OF CHANGE

IF (1) multiple strategies such as education of key stakeholders (especially relating to exclusion) inclusive community mobilization, communication and innovative technological processes, strategies to engage trainers and opinion formers in an integrated and coordinated manner, improving understanding and the exercise of individual and social power in transforming relations and protective environments that prevent women and girls suffering violence and reducing femicide.

THEN (2) favourable social norms, attitudes and behaviours will be promoted at community and individual level to promote respectful relations and reduce violence against girls and women

Because (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively change individual and socio-cultural norms, including those that limit the positive social valuation of adolescent girls and women and their sexuality, and which tolerate femicide.

Output 3.1 - National and sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including comprehensive sexuality education in line with international standards, for in and out of school settings

National Strategic Result 3.1. - The capacities of the formal education sector to promote an education which leads to changes in unequal relations of power between man and women to eliminate VAWG and femicide

Activity 3.1.1: Strengthening the capacity of the Secretariat of Education for curriculum development in "Education in human rights and life skills" from a life skills perspective, at primary level (2nd and 3rd grade) and intermediate (institutes)

- Development of training for facilitators and teachers in the Secretariat of Education with their respective training manuals on human rights of women and girls, promotion and practices of equality in the school environment and development of skills and empowerment

- Implementation of at least nine workshops per municipality for teachers in primary and intermediate education

- Printing of manuals
### Activity 3.1.2: Strengthen initial and continuing training of teachers, including in key subjects of private and state universities on prevention of VAWG-femicide through educational methods on line and face to face as appropriate

- Development of university courses for teachers on prevention of VAWG, causes and consequences in the development and promotion of gender equality in educational environments.

### Activity 3.1.3: Strengthening schools for fathers and mothers on subjects relevant to the transformation of social norms, attitudes and behaviour in general which lead to VAWG-femicide, with focus on prevention of sexual violence.

- Training, elaboration of educational manual and tools aimed at facilitators and educators to promote change of social norms and behaviours which can be modelled from the classroom
- Conduct training workshops aimed at teachers working in schools for fathers and mothers on rights-based sexuality, development and positive child-rearing practices for promotion of gender equality
- Methodological development (guides) for teachers, parents and students on deconstruction of violent masculinities through peer and intergenerational practices on community educational platforms

### Activity 3.1.4: Implement recreational, sports and cultural activities as a means of communicating messages on prevention of violence, participation of children, and involvement of school heads, parents and teachers in the creation of safe spaces in and out of school

- Development of collective social mobilization from school and community platforms to deconstruct myths and barriers to the realization of women's and girls’
- Development of linking initiatives to promote symbolic community activities, materials and reproduction of communications products with adolescents and girls to strengthen community resilience, promote collective commitment to inclusion and encourage abandonment of repressive practices, control and everyday violence (individual and social protection factors)

### Activity 3.1.5: Strengthen capacities of the Secretariat of Education for results-based monitoring of education in human rights and life skills with the active participation of girls and adolescents (including analysis of information on variables relating to discrimination)

- Training of staff of Secretariat of Education responsible for monitoring of actions and promoting innovative learning mechanisms to show the results of changes in norms and practices on adolescents
- Travel for training

### Output 3.2 - Community advocacy platforms are established and strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women’s and girls’ sexuality and reproduction, self-confidence, self-esteem and transforming harmful masculinities.

### National Strategic Result 3.2. - The capacities of families and communities to promote gender equality and non-violence against women, girls and adolescents are
### Activity 3.2.1: Conduct a study on institutional and social tolerance of violence against women, which includes the perspective of intersection of discrimination (at national level)

- Conduct a study on institutional and social tolerance of violence against women, which includes the perspective of intersection of discrimination (at national level)

- Design an integrated strategy for prevention of VAWG which, in a coherent and synergistic way, links all the educational, family and community strategies and programmes, and public information, advocacy campaigns which involve opinion formers and cultural models

### Activity 3.2.2: Implement a culturally appropriate communication for development (C4D) strategy aimed at changing gender norms, eliminating stereotypes and discriminatory practices and development of behaviors based on women's and girls' rights, new non-violent masculinities, free of machismo and discrimination

- Develop a communication for development strategy aimed at changing social norms and behaviors which lead individually, socially and institutionally to recognition of women's and girls' rights, new non-violent masculinities, free of machismo and discrimination

- Development of communication products aimed at various audiences identified in the study in order to promote new ideas, convictions and practices to break the cycle of everyday violence against girls, women and other excluded groups

- Development of educational activities with primary and secondary school students aimed at deconstructing power through critical reflection, empowerment and collective action using methodologies such as Start, Awareness, Support, Action (SASA aimed at reducing violence against women and girls

### Activity 3.2.3: Develop capacities of government and civil society facilitators in education on human rights, children's and adolescents' rights defenders, promoters of development programmes, child communicators’ networks and other volunteers to promote the empowerment of girls and adolescents, development of life skills (including VAWG-femicide)

- Elaboration of non-formal educational and other materials to implement community strategy on recognition of women's and girls' rights, empowerment actions and promotion of community social action for inclusion and development of local actions on prevention of violence.

- Printing of training tools for specialist facilitators for fathers, mothers and adolescents in the families cared for

- Training of institutional personnel in implementing training strategies

- Development of manuals, training courses aimed at child communicators and adolescent leaders and production based on arguments in favour of gender equality, social mobilization and inter-peer messages for change of beliefs and practices which generate violence

### Activity 3.2.4: Develop mobile applications and other technological solutions for communication of messages on prevention, social mapping of VAWG-femicide and real-time monitoring of perceptions of gender and stereotypes

- Development of strategy and guides on communication to prevent violence through on-line environments based on promotion of environments of protection and respect for girls,
adolescents and women. Includes development of mobile information application on human rights

- Development of initiatives of and among adolescents so that the voice and participation of girls and adolescents in favour of equality is promoted through the use of new technologies and on-line information environments

Activity 3.2.5: Strengthen the capacities of the relevant social partners participating in community and local interlinking spaces (networks, coordination tables. Among others) on laws, policies, programmes and available essential services to promote empowerment of women, adolescents and girls and non-violence

- Training of partners in these community interconnection spaces. Training on GBV and femicide which contributes to linking of those involved (human rights, gender, gender-based violence, including femicide, relevant legislation, integrated approach to GBV

- Training and development of material for grass-roots community organizations and municipal partners focusing on guidance for families, women and girls (Afro-Honduran and indigenous) on reduction of gender-based violence, sexual violence and the use of girls and adolescents for licit activities which increase the risk of homicide (2 adaptations)

Output 3.3: Opinion leaders and decision makers in relevant formal institutions and cultural references (i.e. communication media, sport, religious and community leaders, etc.) are better able to advocate for implementation of legislation and policies on femicide and for gender-equitable norms, attitudes and behaviours and women and girls’ rights.

National Strategic Result 3.3. - Opinion leaders and cultural models, churches and the private sector have knowledge, capacities, tools and mechanisms to adequately raise the visibility of VAG-Femicide and prevent its occurrence

Activity 3.3.1: Design and launch of an observatory of communication media on VAWG and femicide which influences the approach to and treatment of this problem from a human rights and gender equality angle, ensuring the incorporation of analysis of the incidence of violence in communities exposed to other forms of intersecting discrimination

- Launch of an observatory of communication media on VAWG and femicide and elaboration of newsletters on the observatory’s results

- Design and printing of at least 3 newsletters per year (6 in total) with analysis of specific groups

Activity 3.3.2: Development of capacities of journalists, social communicators, child communicators, publicists and cultural models to ensure that they have the knowledge, awareness and tools to address and communicate appropriately on VAWG- femicide (at national and local level)

- Training for communication media, editors, social communicators on projection and gender equality and opening of spaces for adolescent communicators

Activity 3.3.3: Generate evidence of the incidence of women leaders in small and medium-sized companies, and the incidence on women employees of violence against women, to
| Activity 3.3.4: Creation of partnerships with the private sector on prevention of VAWG-femicide in the workplace, through mentoring processes |
| - Training through mentoring methods for companies in the private sector to achieve environmental free of violence against women |
| Activity 3.3.5: Develop training processes for leaders of organizations committed to prevention of VAWG in the prioritized municipalities |
| - Develop dialogue between religions on girls and women's rights and gender equality |

**OUTCOME 4 – Quality services with a focus on prevention and resilience**

**OUTCOME:** Women and girls who experience violence and harmful practices, especially those who suffer from various forms of intersecting discrimination, use available, accessible, culturally acceptable and quality essential services\(^91\) including for long term recovery from violence (focus on prevention and resilience).

**THEORY OF CHANGE**

If (1) service providers have the capacity to deliver essential services, including sexual and reproductive health (SRH) services, and to prosecute perpetrators in line with international human rights standards and guidelines,  
If (2) 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 SRH services and access to justice)  
THEN (4) women and girls who experience violence and harmful practices will increase their use of the services and recover from violence, while perpetrators will be prosecuted  
BECAUSE (5) underlying barriers to women and girls’ access to services have been addressed (6) including in relation to gender and socio-cultural norms affecting women’s sexuality and reproduction.

**Output 4.1** - Relevant government authorities and women’s rights organizations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including health services\(^92\), social services and access to justice, to women and girls’ survivors of violence, especially those facing intersecting forms of discrimination.

---

\(^91\) The wording of the outcome has been slightly modified to highlight the necessity of addressing the needs of women who suffer multiple intersecting forms of discrimination and violence and to emphasize the cultural adaptation of the services.  
\(^92\) The word “sexual” is not explicitly used in the wording of the Output, for the reasons set out in the explanatory note.
**National Strategic Result 4.1.a.** - The relevant institutions have improved capacity to provide coordinated, multisectoral and quality governance of essential services which respond to women and girls’ victims/survivors of VAWG and femicide in line with international standards, with emphasis on women and girls who suffer different forms of intersecting discrimination

Activity 4.1.1: Identify and implement key elements for the design of coordinated, multisectoral and quality governance of essential services to respond to women and girls’ victims/survivors of VAWG and femicide in line with international standards and promoting a prevention and resilience approach

- Carry out an integrated analysis of national institutional provision (Combo) aimed at prevention and eradication of VAWG and femicide, to identify gaps and opportunities for strengthening: a) the SDG joint assessment methodology will be used in a first phase to delineate, b) based on a) quantitative analysis, a "state-of-the-art" of needs covered/not covered. Based on a) and b), recommendations will be drafted for the development of an integrated package of services, in particular through the implementation of the package of essential services

- Elaborate strategy for the implementation of the package of essential services taking into account factors of protection in the provision of services, to strengthen the focus on resilience and different treatment for communities exposed to multiple forms of discrimination in the integrated provision of services

- Strengthen the mechanisms for multi-sectoral reporting - at national level and in the selected municipalities with regard to secondary prevention and care for victims/survivors of VAWG and femicide. Also includes strengthening of CONADEH for effective channeling of complaints by victims/survivors of VAWG and holding of public inquiries concerning disappearances and femicides at national level and in the selected municipalities

- Organize multi-sectoral reporting workshops - at local level aimed at Lenca and Garifuna communities

- Strengthen and/or create spaces for coordination at local level in the selected municipalities between the various partners involved in the multisectoral response to VAWG and femicide with the objective of driving, monitoring and evaluating the implementation of integrated care. These spaces or mechanisms will rely on the participation of civil society organizations, especially women's and youth, including specific populations such as indigenous, of African descent, LBTIQ and others

- Coordination meetings and strengthening of municipal committees/councils

**National Strategic Result 4.1.b.** - Existing capacities at national and local level have been strengthened to provide a coordinated, multisectoral and quality response of essential services for women and girls victims/survivors of VAWG and femicide in line with standards and tools established in the Package of Essential Services

Activity 4.1.2 Existing capacities and key tools for provision of the package of essential services

- Revise and adapt the protocols of each service to improve their internal processes for care and referral. (Police, health, judiciary and social services). These protocols will be produced
**National Strategic Result 4.1.b. - Existing capacities at national and local level have been strengthened to provide a coordinated, multisectoral and quality response of essential services for women and girls victims/survivors of VAWG and femicide in line with standards and tools established in the Package of Essential Services**

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Adapt and print manuals and guides to strengthen the capacities of justice officials to ensure a safe and effective route for girls and adolescents' victims of violence</td>
<td></td>
</tr>
<tr>
<td>- Develop training processes for justice officials, health services - public and private - including sexual and reproductive health services for adolescents, prevention and response to VAWG in the selected municipalities. These processes also include the elaboration of manuals and education and training for the implementation of the protocols for the investigation of femicide (i.e. P.LAC)</td>
<td></td>
</tr>
<tr>
<td>- Training for the implementation of the protocols for the investigation of femicide (i.e. P.LAC)</td>
<td></td>
</tr>
<tr>
<td>- Strengthen records at services level, to promote approval and inclusion of variables relevant to groups which suffer intersectional discrimination</td>
<td></td>
</tr>
<tr>
<td>- Implement innovative strategies for the detection and protection of women, adolescents and girls victims/survivors of violence, such as the &quot;Risk Assessment Tool (John Hoskins Hospital) to be implemented by the services (police, public prosecutor's office, health) promotion successful practices used in other countries such as use of ankle bracelets on aggressors, promotion of the &quot;Seguras&quot; application and adaptation of mobile applications such as the ‘MEDI- CAPT’ application developed by ‘Physicians for Human Rights</td>
<td></td>
</tr>
<tr>
<td>- Strengthen the availability of medical inputs and tools for justice officials in processes or care and investigation of VAWG, in selected municipalities of intervention</td>
<td></td>
</tr>
<tr>
<td>- Strengthen the provision of essential services to respond to victims/survivors of VAWG in rural areas, through the provision of integrated mobile services</td>
<td></td>
</tr>
<tr>
<td>- Implement and information and communication strategy which takes account of intersectionality, aimed at the population at municipal level on the essential services provided, the critical path to follow for care of victims/survivors and sanctions faced by aggressors in cases of VAWG and femicide</td>
<td></td>
</tr>
<tr>
<td>- Production of messages on rights and guarantees of protection of girls and adolescents in local care (audio-visual and other)</td>
<td></td>
</tr>
<tr>
<td>- Implement an instrument for monitoring compliance with the standards envisaged in the package of essential services in each municipality. It includes monitoring of the actions of public servants at all levels. It involves the active participation of women and girls, taking into account multiple discrimination, all in order to ensure compliance with the measures to prevent, sanction and eradicate VAWG</td>
<td></td>
</tr>
</tbody>
</table>
Output 4.2 - Women and girls’ survivors of violence and their families are informed of and can access quality essential services, including longer term recovery services and access to opportunities.

<table>
<thead>
<tr>
<th>National Strategic Result 4.2.1.a. - Existing capacities of social services focused on care and recovery of survivors of VAWG and attempted femicide and their families have been strengthened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 4.2.1. Strengthen State response in care and recovery of survivors of VAWG and attempted femicide and their families</td>
</tr>
<tr>
<td>- Strengthen the support provided by Shelters in the selected municipalities</td>
</tr>
<tr>
<td>- Strengthen municipalities, especially municipal women's offices and other women's organizations and civil society to provide victims/survivors of VAWG and their families with support and information, psycho-social support, support with transport, legal advice and referral to more specialized care services such as: City Woman, MAIEs, shelters, etc.</td>
</tr>
<tr>
<td>- Strengthening of capacities of the National Institute for the Care of Women Offenders (INAMI) and DINAF in the processes of community/family reintegration of girls' victims/survivors of VAWG and femicide</td>
</tr>
<tr>
<td>- Support the development of a strategy for reparation of harm to victims/survivors VWAG and femicide and their families which may include the creation of a trust fund to provide the reparations for harm caused to victims/survivors caused by the acts of violence suffered, which includes support to children of victims of femicide</td>
</tr>
<tr>
<td>- Drive the de-institutionalization and community/family reinsertion of girl’s victims/survivors of intra-family violence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>National Strategic Result 4.2.1b. - The institutions responsible for providing a response to women victims/survivors of violence provide them with access to mechanisms to promote their empowerment and economic independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 4.2.2 Facilitate access of women victims/survivors of violence to women's empowerment and economic independence programmes</td>
</tr>
<tr>
<td>- Carry out a mapping of existing initiatives of programmes/projects (national - public or private - or promoted by international bodies) which support women's empowerment and economic independence, to identify mechanisms of priority access of women, girls, adolescents and young women victims/survivors of violence to such opportunities (focus on the municipalities of intervention)</td>
</tr>
<tr>
<td>- Support existing initiatives for women’s economic independence such as the Economic Independence Module (MEC) of City Woman, coordinated by INAM, and work with the private sector to drive other services to strengthen and promote women's independence and socioeconomic reintegration. This includes services or measures such as: i. guidance and intermediation in formal education, vocational education or training for work; ii. advice on access to credit and other financial services to strengthen micro-enterprises and development of new businesses; iii. support for management of the identity card and legal advice</td>
</tr>
<tr>
<td>Promote training processes for social empowerment and independence of women and girls at community level in the selected municipalities</td>
</tr>
</tbody>
</table>
OUTCOME 5 – MANAGEMENT OF DATA TO inform POLICIES AND PROGRAMMES FOCUSED ON VAWG AND FEMICIDE

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

THEORY OF CHANGE

If (1) Measurement and methodologies for data collection on violence against women and girls/femicide are improved and strengthened (including – where possible – monitoring and reporting requirements for SDG target 5.2, 11.7 indicators or the indicators prioritized in SDG 16)
If (2) the capacity of national institutions to collect disaggregated VAWG/femicide data in line with globally agreed standards is strengthened and
If(3) disaggregated data (including to the extent possible on age, ethnicity, location, socio-economic status, disability) are made accessible and disseminated to be used by decision makers and civil society
THEN (4) 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
BECAUSE (5) they will be based on quality, disaggregated and globally comparable data.

Output 5.1 - Key stakeholders, including relevant statistical officers, service providers in the different branches of government and women’s rights advocates have strengthened capacities to regularly collect data related to VAWG in line with international and regional standards to inform decision making on laws, policies and programmes.

To achieve the above, regarding data collection capacity, the following three strategic priorities were identified:

- **National Strategic Result 5.1.a.-** Based on the previous mapping of gaps and opportunities, having personnel, both in State institutions and civil society, trained in the integrated management of all stages of the information management cycle necessary to inform evidence-based polices on VAWG and femicide.

In this context, it is also sought to encourage the application of ethical principles which must be applied in the various stages of information management and processing of personal data relating to VAWG in order to protect the identity, integrity and confidential information of women and girls’ victims/survivors of violence. These principles must be respected at all stages of the processing and transfer of data between institutions, while at the same time not affecting public access to statistical data by the various interest groups and the public.

<table>
<thead>
<tr>
<th>National Strategic Result 5.1.a. - Based on the previous mapping of gaps and opportunities, having personnel, both in State institutions and civil society, trained in the integrated management of all stages of the information management cycle necessary to inform evidence-based polices on VAWG and femicide.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 5.1.1: Update mapping of partners and identify gaps and opportunities in the information management cycle for decision making on prevention of violence, in particular the</td>
</tr>
</tbody>
</table>
**National Strategic Result 5.1.a.** - Based on the previous mapping of gaps and opportunities, having personnel, both in State institutions and civil society, trained in the integrated management of all stages of the information management cycle necessary to inform evidence-based polices on VAWG and femicide.

- Prepare a diagnostic, analysis and report with recommendations for the identification of priorities and needs to be addressed with emphasis on groups with multiple vulnerabilities

**Activity 5.1.2:** Strengthen capacities of State institutions and civil society through information on the integrated management of the stages of the information management cycle to guide public policies based on evidence, with a gender focus (production, analysis, use and benefiting and dissemination)

- Based on the diagnostic, design and carry out training on the stages of the information management cycle with a gender focus (at national and local level)

**Activity 5.1.3:** Link-up with the CONOSE network and other networks for sharing of information and strengthening of capacities in information management and analysis at regional level (3 countries in the North triangle)

- Sharing of successful experiences in the region on information management and incorporation of new national partners in the network

- **National Strategic result 5.1.b.** - Improved institutional capacities and capacities of civil society necessary to regularly collect, produce and standardize quality data on VAWG-femicides and ensuring that they are disaggregated by key variables (i.e. for intersectional analysis) so as to inform policies and programmes with a focus on prevention and resilience.

**Activity 5.1.4:** Strengthen capacities of statistics administrative data managers, academia and think tanks (emphasis on statistics institutions and service providers)

- Training in statistical and econometric methodologies for collecting, producing and standardizing data

**Activity 5.1.5:** Design of tools to measure and generate evidence on the incidence and causes of violence against women and girls, and thus prioritize care and prevention strategies for the most affected groups/areas

- Coordinate national and local bodies for application of the tools and methodologies

**Activity 5.1.6:** Strengthen the capacities of the Public Prosecutor's Office to produce and publish statistics on femicide
- Organize training workshops for officials of the Public Prosecutor's Office (UPEG, Women's Attorney, ATIC, etc.) with in-depth consideration of intersecting aspects

| Activity 5.1.7: Strengthen the capacities of civil society for collecting and analyzing data on VAWG against sexual identity minorities and vulnerable groups (i.e. particularly exposed communities - LGTBI and vulnerable groups - collection of information in the community sphere, linked to protection and resilience mechanisms). |
| - Promotion of spaces for dialogue and generation of thematic studies at national and local level |

- **National Strategic result 5.1.c.** – Improved inter-institutional coordination between institutions which generate data on VAWG and femicides, to strengthen evidence-based decision-making and the effectiveness of public policies.

| National Strategic Result 5.1.c. - Improved inter-institutional coordination between institutions which generate data on VAWG and femicides, to strengthen evidence-based decision-making and the effectiveness of public policies |
| Activity 5.1.8: Mapping and analyzing the various sources and entities which generate information, in order to organize, establish homogeneous calculation methods to construct indicators on VAWG which provide comparable data and achieve consensus on that data |
| - Workshops for revision, organizing, establishing homogeneous calculation methods |

| Activity 5.1.9: Generate protocols for the exchange and flow of information between institutions, including between the various departments which form part of the same institution. Includes implementing a pilot scheme (Pillar 4) |
| - Workshops for the design and validation of protocols for exchange and flow of information between national and local institutions |

| Activity 5.1.10: Implementing a protocol in order to ensure the coordination and harmonization of the data collecting on VAWG-femicide between national and local institutions. |
| - Revision, adaptation and validation of improvements to systems for collection of information on VAWG/application of protocols and development of a pilot scheme |

| Activity 5.1.11: Proposal for the development of an inter-institutional information system which records/evaluates the integrated care of women and girls’ victims/survivors of violence |
| - Review existing information systems and propose improvements or designs for an information system |

**Output 5.2** - Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the prioritized SDG indicators, such as target 5.2, 11.7 or those of SDG 16 to inform evidence-based decision making.
**National Strategic Result 5.2.a. - Improved accessibility of existing information, for better use and benefit of institutional and civil society partners, with a view to informing and implementing VAWG-F policies and programmes (i.e. existing inter-institutional committees on the subject of violence)**

**Activity 5.2.1: Improved institutional capacities for dissemination of information useful for policies and programmes to inform policies (i.e. interactive real-time outputs in web format, publication of studies, etc.)**

- Development of training processes and elaboration of communication strategy/publishing of informative products by a pair of priority institutions on VAWG data

**Activity 5.2.2: Foster a solid data analysis, in order to enhance the understanding on VAWG and femicide, so that policies and programmes to tackle VAWG can be developed. Emphasis on existing coordinating spaces (i.e. Inter-institutional Committee on Femicide and Violent Deaths)**

- Support for consolidation of spaces, inputs and innovative communication tools for impact and oversight of key institutions for the implementation of public policies

**National Strategic Result 5.2.b. - Improved capacity of State and civil society partners to prepare quantitative and qualitative analyses of the data related to the causes of VAWG-femicide, and tools have been developed for forecasting and determining predictability in order to inform evidence-based policies and programmes (prevention)**

**Activity 5.2.3: Development in institutions of key forecasting and predictability tools to inform evidence-based policies and programmes**

- Development of training processes on forecasting and prediction for analysis and formulation of evidence-based policies and programmes

**Activity 5.2.4: Promote alliances among the various partners involved, State and CAO (including journalists) in the elaboration of gender-sensitive analysis and knowledge products focused on informing institutional decision making, impact and social oversight (i.e. IUDPAS, INAM, INJ, etc.)**

- Partnerships with academia and civil society for raising awareness, training and analysis for decision making

**Activity 5.2.5: Knowledge products (quantitative and qualitative) to analyze types of VAWG-F and the causes and related cultural and social factors**

- Elaboration and dissemination of knowledge products at national and local level on the specific causes of the different forms of violence

**OUTCOME 6 – WOMEN’S MOVEMENT AND OTHER CIVIL SOCIETY ORGANIZATIONS STRENGTHENED TO ADVOCATE FOR THE ERADICATION OF VAWG AND FEMICIDE**
OUTCOME: Women's organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing multiple intersecting forms of discrimination/marginalization, more effectively influence and advance progress on gender equality and women's empowerment and VAWG.

THEORY OF CHANGE

If (1) the knowledge, expertise and capacities of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination is drawn upon and strengthened, and
If (2) the space for women's rights organizations, autonomous social movements and civil society organizations including those representing youth and groups facing intersecting forms of discrimination's expression and activity is free and conducive to their work, and
If (3) multi-stakeholder partnerships and networks are established at local, national, regional and global level with women's rights groups and autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination,
THEN (4) women's rights organizations, autonomous social movements and civil society organizations will be able to influence, sustain, and advance progress on gender equality and women's empowerment and VAWG/femicide policies and programmes that respond to the needs of all women and girls, including those facing intersecting forms of discrimination,
BECAUSE (5) the activism of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination is a crucial driver of progress on efforts to VAWG/femicide.

Output 6.1 - Women's organizations and relevant civil society organizations have increased opportunities and support to share knowledge, create networks and partnerships and jointly advocate for gender equality and women's empowerment and VAWG/femicide, more specifically, with relevant stakeholders at sub-national, national, regional and global level.

National Strategic Result 6.1.a. - Organizations which advocate for women's rights, networks, other relevant types of civil society organization (i.e. mixed organizations, social movements) with strengthened capacities to establish networks, partnerships and collaborations to jointly promote the eradication of femicide at local, national, regional and global level

Activity 6.1.1: State of the art on capacities for influence of CSO on VAWG and femicide issues
- Mapping of the current situation of women's organizations and civil society (analysis of their needs for influence and existing capacity, database of organizations working on VAWG and femicide and their classification) with emphasis on those that represent populations with greater vulnerabilities

Activity 6.1.2: Foster dialogue and networking between civil society organizations and Latin-American women's and feminist organizations around VWAG and femicide
- Meetings on social movement, women's and feminist networks concerning the new forms of violence against women, identifying common problems and recommendations
Meetings of women women's, land and local human rights defenders to monitor the indigenous and Afro-Honduran agenda

**Activity 6.1.3:** Creation of spaces for inter-generational dialogue and between youth to strengthen capacities for influence and interlocution with State partners

- 5 discussion forums or spaces for inter-generational dialogue, incorporating State partners
- Design and launch of the Mentorship School for young women

**Activity 6.1.4:** Train organized groups of girls, adolescents and young women to advocate for their rights and against VWAG and femicide, including development of non-violent masculinities and taking into account a different approach to communities exposed to intersecting forms of discrimination

- Training of organized groups of adolescents and young women to advocate for their rights and against VWAG and femicide
- Training and activities for collective empowerment for mobilization and influence for girls and adolescents on gender rights and equality in local, national and international arenas
- Training and development of different strategies to promote influence between peer age and masculine group, from the office of prevention on non-violent masculinities with groups of adolescents and youth in conflicts with the law in garifuna and indigenous areas through non-custodial measures

**National Strategic Result 6.1.b.** - The women’s and feminist movement is strengthened to implement a common VAWG-femicide agenda, to engage in strategic litigation, participate in the design, implementation and monitoring of policies, plans and programmes for the preventing and tackling of VAWG-femicide; and connected at sub regional level

**Activity 6.1.5:** Strengthen innovative knowledge of CSO on VAWG and femicide

- Training for civil society and feminist organizations in advocacy and provision of inputs for classification of new forms of violence and elaboration of an action plan

**Activity 6.1.6:** Evaluation and update of policy agendas of women’s and other organizations identifying gaps in VAWG and femicide in relation to an integral agenda

- Meetings to define priorities by thematic agenda/population (indigenous and afro, LGTB communities, networks and others) and systematic structuring of the process
- Strategy for communication and dissemination of agendas at institutional political and social level (national and local)

**Activity 6.1.7:** Generation of innovative teaching methods for knowledge and approach to VAWG and femicide through culture, art and ICT

- Creation of virtual spaces or communities, podcast, videos, written or audio-visual press supplements
- Training process on VAWG and femicide with emerging artists and communicators
- Generation of an integral virtual platform (archive) for access to documents on VAWG and femicide

**Activity 6.1.8: Strengthen capacities of organizations in strategic litigation and other key issues**

- Sharing of knowledge, training in litigation and other key issues
- Preparation of a strategic case (e.g. cotton field in Mexico or Sepur Zarco)
- Strategy for influencing international bodies

**Output 6.2 - Women’s rights groups and relevant civil society organizations are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG/femicide and in favour of gender equality and women’s empowerment more broadly.**

**National Strategic Result 6.2. - CSOs’ strategies of advocacy, influence and social accountability on human rights and social agendas which intersect with VAWG and femicide are strengthened.**

**Activity 6.2.1: Strengthen capacities of feminist and other types of CSO in developing strategies for influence and social oversight (focus on VAWG and femicide)**

- Diagnostic, formulation and implementation of plans for internal strengthening of capacities for influence, social audit and financing of gender equality
- Identification and strengthening of capacities for application of audits: meetings on innovative social auditing methods at Latin-American level
- Training in leadership, feminism, political influence and public policies. School for Lobbyists. Training or discussion spaces for influence and political dialogue (on VAWG and femicide). Training in acting as spokesperson and strategic communication for women leaders on VAWG and femicide. Formulation of a communication plan or strategy. Innovative and strengthened capacities for influence based on the organizations’ experience

**Activity 6.2.2: Strengthened capacities for social oversight (monitoring of agreements) of feminists and other types of CSO in issues intersecting with VAWG and femicide (i.e. protection of human rights defenders)**

- Monitoring of the Protocol of Hope to establish mechanisms/strategies on protection faced with the dual situation of vulnerability of human rights defenders
- Need Assessment and proposals to improve the National Mechanism for Protection of Human Rights Defenders and women journalists and communicators
- Process of influencing the adoption of Resolution 1325

**Output 6.3 - Women’s organizations and relevant civil society organizations, organizations representing groups facing intersecting forms of discrimination/marginalization have strengthened capacities and support to design, implement and monitor their own programmes on femicide and gender equality.**
National Strategic Result 6.3. - Strengthened existing capacities of women’s and feminist organizations, including those representing the youth population and communities most exposed to multiple forms of discrimination and violence (management, innovation, accountability and sustainability capacities)

Activity 6.3.1: Promote economic and institutional strengthening with/in management capacities of women’s and civil society organizations at national and local level with a key role in the promotion of relevant/innovative initiatives on VAWG

- Elaboration of strategy on management capacities (project management, resource mobilization, reporting and sustainability
- Training process aimed at strengthening capacities of CSOs in the use and exploitation of information on VAWG and human rights
- Analysis of mobilization of resources and sustainability of organizations working on VAWG and femicide development of recommendations
- Strengthen capacities for innovation

Activity 6.3.2: The women's movement at national and local level has the capacities to access the UN Women Trust Fund in Honduras to End Violence against Women and Girls, and guarantee their security as citizens, with emphasis on femicide in the implementation of innovative initiatives relating to VAWG

- Competitive process for realization of prevention strategies in communication to combat femicide

ALIGNMENT WITH SDG TARGETS AND INDICATORS

Under the Spotlight Initiative, the UN System and the EU are joining forces with the Honduran State and civil society in achieving the Sustainable Development Goals in the framework of Agenda 2030. On the one hand, through its specific focus, Spotlight Initiative places special emphasis on Goal No. 5, which through target 5.2 and 5.3, contributes to the elimination of violence against women and girls. At the same time, it contributes to SDG 11, especially target No. 11.7 which seeks to provide “access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities”. It will also ultimately contribute to SDG Goal 1, as ending violence will contribute to growth and reduce economic costs of violence, to SDG Goal 3, on health and wellbeing, to SDG 4 on education and SDG 16 by promoting peace, justice and stronger and strengthened institutions, among other relevant goals.

GOVERNANCE

In accordance with the principles of the programme, the functions of each of the partners in terms of accountability are set out below:

- **UN Resident Coordinator**: Management and oversight of the implementation of the Country Programme, responsible for general strategic management; taking decisions on
approval of the Country programme document and work plans; chairing the Country Steering Committee; facilitating collaboration between the UN agencies, the host Government and the European Union Delegation; leading resource mobilization.

- **Recipient UN Organisations (RUNOs):** Responsible for working together to achieve the agreed strategic outcomes in the framework of Spotlight based on national and local priorities and leadership of the corresponding pillar. They are divided into lead and implementing agencies with the following functions:
  
  o **Lead agencies:** Responsible for coordination and leadership of the corresponding pillar, responsible for coordinating programmed activities; ensuring cooperation between implementing agencies and those which provide technical assistance, representing pillar agencies in the Technical Coordination Unit; monitoring outcomes and progress of the pillar. They also receive funds and execute specific activities in line with the Country Programme and the Work Plan of each pillar.
  
  o **Implementing agencies:** Agencies which receive funds and execute specific activities in line with the Country Programme and the Work Plan of each pillar. They are responsible for the achievement and monitoring of the respective outcomes; direct management of processes and counterparts to achieve the planned outcomes; reporting programme and financial progress, and any other information requested by the pillar lead agency.

- Based on its expertise, the **Office of the High Commissioner for Human Rights (OHCHR)** will provide specialised assistance in some activities of the Programme, which are specifically linked to the Human Rights agenda. It will not receive funds directly, rather the lead agency of the pillar in which it is involved is responsible for the operational and financial management which allows such technical assistance to be provided.

**Governance arrangements:**

The Spotlight Initiative in Honduras will have a **multi-stakeholder Country-level Steering Committee**, co-chaired by the United Nations Resident Coordinator and the Minister, General Secretariat of Government Coordination.

The Steering Committee’s principal mission will be to ensure alignment with the national priorities established in the document “Country Vision 2010-2038”, the National SDG agenda and the various programmes implemented by the Government of Honduras, whether independently or with the help of other partners.

The **Steering Committee** will be composed of the following institutions:

- **Government of Honduras:** Secretariat General of Government Coordination (SCGG), Secretariat of Foreign Relations and International Cooperation (SRECI), Secretariat of Finance (SEFIN), National Institute of Women (INAM) and Directorate of Children, Youth and the Family (DINAF), Under Ministry of Violence Prevention.

- **UN Resident Coordinator**

- **Representative of the EU Delegation**

- **Recipient United Nations Agencies:** UNDP, UNFPA, UNICEF and UN WOMEN

---

93 Technical Assistance will be described in more detail at the end of this section.
- At least two representatives of civil society elected by the same organizations and with proven experience in combating violence against women, girls and adolescents. The representatives of the CSOs should represent at least 20% of the members of the Committee.

If considered appropriate, the Steering Committee may invite other stakeholders to participate in the Committee's planning, deliberative and supervisory functions. These include representatives of academic/research institutions, local communities and/or the private sector.

The principal task of the Steering Committee at country level will be to guide and oversee the implementation of the Spotlight country programme by exercising the following roles and responsibilities:

- Supporting the participatory implementation of the programme at national level ensuring alignment with national priorities and those of the United Nations Development Assistance Framework and the European Union.
- Approving annual work plans of the programme and reviewing the outcomes, indicating, if applicable, the adjustments needed for successful implementation.
- Ensuring appropriate communication and coordination of the Spotlight Initiative at national level.
- Reviewing and approving narrative programme reports submitted by United Nations recipient organizations.
- Approving any programmatic or budgetary revision (revisions of less than 25 per cent of the budget amount) of the programme within the limits of the programme document approved by the Operational Steering Committee.
- Review risk management strategies and ensure that the programme manages and mitigates risks in a proactive manner.
- Manage stakeholder relations at country level.

Civil Society National Reference Group (CS-NRG): This is the mechanism designed to incorporate the participation and experience of CSOs in the Spotlight Initiative through advisory support to the Country Programme and support defenders and partners in the achievement of its objectives. Its functions include the following:

- To provide advice on topical issues related to femicide and violence against women, and strategies and actions of the Spotlight Initiative;
- To serve as a space for dialogue and learning between the Spotlight Initiative and women’s rights organizations.
- To provide other relevant information, analysis and lessons learned which could feed into the programme’s current or future initiatives.

A representative and inclusive national selection of organizations with a recognized track record (especially by their peers) specialized on women and girl’s rights protection (with practical experience in the field of violence against women) will constitute this Reference Group.
Moreover, the members should possess a proven capacity for advocacy and have already coordinated activities with government institutions and other civil society organizations.

This Reference Group is going to hold regular meetings (at least every 6 months) together with the Technical Coordination Unit of the Program, UN Women, in its capacity as Technical Adviser of the Spotlight. Meetings will also be organized when situations arise in the context of the country that may affect the execution of the Spotlight, or when, for other reasons, changes are proposed, which substantially affect the strategies or the budget of the Program. The Reference Group may also ask the Technical Advisor for extraordinary meetings with the Coordination of the Program, when it considers that the purposes and objectives are not being achieved, or when it receives information of harmful acts that could affect the good image or undermine the pursuit of the Program’s objectives.

Criteria for managing situations of conflict of interest:

- Taking into account that the participation in the Civil Society National Reference Group - CS-NRG member (Grupo de Referencia Nacional de Sociedad Civil) acts at personal level and not necessarily at institutional one, organizations to which the members of the CS-NRG belong might take part in the calls for proposals -grants or other public funds - linked to the Spotlight initiative at a national or UNTF level and is not excluded
- However, representatives of civil society in the CS-NRG should not be part of the technical committees for evaluating civil society proposals when their organizations apply to the latter.
- In case conflicts of interest, in line with Spotlight guidelines, the Resident Coordinator will have the responsibility to solve them, specifying the criteria which apply to his/her decision.

Strategic-Technical Coordination Unit: Headed by the Resident Coordinator, this Unit is composed of a technical-operational team consisting of the following technical personnel: a) the programme coordinator; b) a monitoring and evaluation officer; c) a communication expert, and d) an administrative assistant shared with the Resident Coordinators Office (RCO). The team will have technical advice from UN Women

Technical or political/institutional consultations will be held with the respective contacts in the European Union delegation.

This Unit is responsible for coordinating the implementation of the Country Programme and its programme activities, working closely with the agencies responsible for each of the pillars to ensure strategic direction, integrity and general technical cohesion and the logical sequence to be followed by the various activities to achieve the proposed outcomes in a coordinated, effective and efficient manner. To that end, it will coordinate and monitor the objectives and annual work plans, will coordinate the preparation of narrative reports and will monitor disbursements (actual and budget) of the recipient agencies ensuring their efficient implementation.

It will also be responsible for ensuring coherence across the pillars and promoting synergies and complementarities between them.

Among the tasks of this Unit is monitoring of activities, mainly in those cases where an activity involves the participation of more than one agency.
In addition, once the communication and advocacy strategy of the Initiative has been defined, this unit will be responsible for coordinating its implementation in coordination with various agencies, including the dissemination of success stories and lessons learned. All this will be in close collaboration with the EU Delegation in order to ensure harmonious communication between the UN and the EU.

This Unit will have to manage knowledge generated within the Initiative, ensuring that all the Spotlight activities are monitored and evaluated, and are well documented.

Finally, if required, the unit will provide technical and administrative support to meetings of the National Steering Committee.

The roles of the various members of the Unit are specified below, distinguishing between management level and technical-operational level.

- **Technical Coordination Unit:**

  *Management level:*

  - In the framework of the provisions of the project document and the Steering Committee, the Resident Coordinator will manage and supervise the entire unit, ensuring the strategic and general technical management of the Spotlight Initiative. To fulfil this role, he/she will have internal technical advice from UN Women. In addition, when necessary, he/she will maintain close communication with and coordinate the strategic guidelines of the programme with the EU Ambassador in the country.

  - **UN Women technical advice to the Resident Coordinator:** UN Women has the task of providing technical and strategic inputs to the Resident Coordinator’s decision making, to ensure quality and technical consistency and the appropriate political and institutional considerations of Spotlight. This advice is also key in taking appropriate decisions on synergies between the pillars and crosscutting themes in the programmer which are crucial in ensuring its impact, for example: the advocacy and communication strategy, review of the management strategy and mitigation of risks, management of relations between the stakeholders at country level; ensuring coordination and synergies between Spotlight and other initiatives in progress in the country; monitoring and evaluation of the programme (for which this agency guarantees to make appropriate technical expertise available) and knowledge management.

  UN Women will also support the Program Coordinator in all the matters related to inter-agency coordination activities with the other lead agencies. In addition, it will be responsible for providing information and receiving feedback from the different interagency groups that operate within the United Nations System in the targeted country, such as the Interagency Gender Group, especially in relation to the implementation of the UNDAF and monitoring compliance in relation to the SDGs set, with particular reference to SDG 5.

  In other words, UN Women’s technical advice is an additional element available to the Resident Coordinator in fulfilling his/her role in ensuring that the general strategic vision established in the project document and defined by the Steering
Committee is translated into appropriate technical and institutional process such that Spotlight has a truly incisive and transforming impact.

**Technical-operational level**

- **A national coordinator (SB-5):** will be responsible for programme management activities (programmatic and operational activities), for coordinating the work of the recipient agencies with a view to achieving the various outcomes established in the six pillars of Spotlight for Honduras. He/she will manage the relations with counterparts and stakeholders at a technical level. He/she will also ensure the institutional communication with the European Union on all matters relating to the Initiative.

- **A monitoring and evaluation officer:** UNICEF will be the agency leading the overall monitoring and evaluation of the programme and therefore, resources have been assigned to this task. A close collaboration of this agency with the national coordinator is needed as to ensure and effective monitoring and evaluation of all the indicators established in each of the pillars.

- **A communication expert:** UNFPA will be the agency leading the communication strategy of the Spotlight Initiative and resources have been allocated for this agency to do assume that role. A close collaboration of this agency with the national coordinator as well as communication officers of the other agencies part of the programme will be needed as to ensure that all the communication requirements of the Spotlight Initiative are followed. All this in close collaboration with the EU to ensure harmonious communication between the UN and EU.

- **An administrative assistant:** This person will divide his/her time between the Spotlight Initiative and administrative support to the Office of the Resident Coordinator.

It is important to note that Honduras is a Delivering as One country, meaning that both M&E and Communication Groups have to be led by agencies, therefore the proposal is perfectly aligned with DaO and also with the Reform of the UNS.
# MEXICO Country Programme Profile

**Recipient UN Organizations (RUNOs):**
UNDP, UN WOMEN, UNFPA, OHCHR, UNODC, UNICEF

**Programme Partner(s):**
- Non-government, community, and collective organizations.
- Civil Society Organizations.
- Private Sector.

**Programme Location (provinces or priority areas):**
State of Mexico (Naucalpan & Ecatepec), Chihuahua (Ciudad Juarez & Chihuahua), and Guerrero (Chilpancingo).

**Programme Description:**
Interagency programme to strengthen, complement, and support the existing mechanisms, programmes, and initiatives at a federal, state, and municipal level to eradicate femicide and other forms of violence against women and girls in Mexico. The Spotlight initiative in Mexico will have a specific focus on access to justice and the fight against impunity in Violence Against Women and Girls (VAWG, in Spanish) and femicides; strengthening mechanisms for institutional monitoring, statistics, and selected nationwide and statewide statistics and responses; along with an emphasis on innovative prevention models focused on key populations, promoting community engagement.

<table>
<thead>
<tr>
<th>Phase I:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total EU contribution:</strong></td>
<td><strong>USD 6,300,000</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total UN Agency Contributions:</strong> USD 1,199,366</td>
</tr>
</tbody>
</table>

**Phase II:**
Estimated EU contribution:
USD 2,882,152 (To be approved)

**Estimated No. of Beneficiaries**

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td>2.30 million</td>
<td>5.18 million</td>
</tr>
<tr>
<td><strong>Girls</strong></td>
<td>1.50 million</td>
<td>2.22 million</td>
</tr>
<tr>
<td><strong>Men</strong></td>
<td>200 thousand</td>
<td>5.70 million</td>
</tr>
<tr>
<td><strong>Boys</strong></td>
<td>700 thousand</td>
<td>1.00 million</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>4.70 million</td>
<td>14.10 million</td>
</tr>
</tbody>
</table>

Note: A breakdown and analysis by intersecting forms of discrimination should be provided in the body of this document.
Note* Investment by Pillar: These are percentages of total Programme Outcome Costs. 19% of the total Direct Programme costs are allocated to Programme Management Costs to serve the six pillars/outcomes.
OUTCOME 1 - LEGISLATIVE AND POLICY FRAMEWORKS

If the country possesses regulations, laws and programs consistent with international standards on VAWG, with emphasis on femicide, which provide transparent and coordinated protection mechanisms, and which deliver an effective response, guaranteed by specialized and trained agents who work in a coordinated way, and if such regulations, laws, and programs are tailored to specific needs, and their implementation is monitored by women's movements, CSOs, and experts with strengthen capabilities, then a legal framework can be established to grant the enforceability of rights pertaining to women and girls living in most vulnerable situations and facing intersectional discrimination, to professionalize public servants and assess their functions, and to strengthen accountability mechanisms, contributing to the eradication of VAWG and femicide, which will also allow for new important advances for the fulfillment of targets 5.1, 5.2 and 16.2 of the SDGs.

| Output 1.1: Develop a proposal to reform laws and regulations that contain discriminatory measures that affect VAWG. |
|---|---|---|
| 1 | 1.1 | 1.1.1 Prepare a diagnosis and proposal for reform of the regulatory framework at the federal, state and municipal levels (in the selected states). |
| 1 | 1.1 | 1.1.2 Consultations with different actors involved to agree on the proposed reform. |
| 1 | 1.1 | 1.1.3 Develop a strategy of lobbying and communication to promote the proposed reform. |
| 1 | 1.1 | 1.1.4 Results forum. |

| Output 1.2: Develop a normative proposal that articulates and coordinates in a binding manner the protection mechanisms to provide an effective and coordinated response. |
|---|---|---|
| 1 | 1.2 | 1.2.1 Prepare a diagnosis and proposal for reform of the regulatory framework at the federal, state and municipal levels (in the selected states) |
| 1 | 1.2 | 1.2.2 Conduct a case study on assaults on defenders and how protection mechanisms work. |
| 1 | 1.2 | 1.2.3 Consultations with different actors involved to agree on the proposed reform. |
| 1 | 1.2 | 1.2.4 Develop a strategy of lobbying and communication to promote the proposed reform. |
| 1 | 1.2 | 1.2.5 Results forum. |

| Output 1.3: Promote and strengthen the institutional spaces for participation of civil society in the field of prevention, care, sanction, reparation and eradication of the VAWG. |
|---|---|---|
| 1 | 1.3 | 1.3.1 Prepare a diagnosis that identifies the state of institutional participation spaces and prepare a proposal to create and / or strengthen |
| 1 | 1.3 | 1.3.2 Consultations with different actors involved to agree on the proposed reform |
| 1 | 1.3 | 1.3.3 Develop a strategy of lobbying and communication to promote the proposed reform |
| 1 | 1.3 | 1.3.4 Results forum. |

| Output 1.4: Promote the professionalization of the public service that has functions related to the VAWG as well as the mechanisms of transparency, accountability and evaluation of its function |
|---|---|---|
| 1 | 1.4 | 1.4.1 Develop a package of legislative reforms for the professionalization of the public service based on the diagnosis of capacity building |
| 1 | 1.4 | 1.4.2 Analysis and revision of the General Law of Administrative Responsibilities and their counterparts, as well as other mechanisms that strengthen the transparency and accountability of public officials linked to the VAWG |
| 1 | 1.4 | 1.4.3 Consultations with different actors involved to agree on the proposed reform. |
| 1 | 1.4 | 1.4.4 Develop a strategy of lobbying and communication to promote the proposed reform. |
OUTCOME 2 – INSTITUTIONAL STRENGTHENING

If individuals in charge of the decision-making process and those who intervene in the prevention, addressing, punishing, and providing reparation of VAWG within a federal, state, and municipal environment, as well as individuals related to the management and administration of justice are informed, trained, and supported with tools, methodologies, and criteria to address femicides from a human rights and gender perspective; if adequate budgets are assigned and executed and promote the engagement of civil society to face problems; and if they are aware of the specific needs of the most marginalized groups, they will then have strong, sensitive, horizontally and vertically coordinated institutions and protection systems, capable of developing and implementing programs that include the eradication of VAWG and femicide, in line with other SDG objectives in development planning processes, with budgets assigned according to such purpose, and with a strengthened Alert Mechanism (AVGM), capable of impacting the change of public policies and allowing women and girls to live a life free of violence, with greater comfort and lesser inequality.

This is because institutional change calls for an appropriate capacity, adequate funding and budgeting, political commitment, as well as a transformative change that challenges patriarchal models and culture. This process will provide for more robust institutions that operate with a greater quality and efficiency in their respective roles to incorporate a gender perspective, the human rights law, and the fight against inequality. This will allow a better and more effective approach towards the specific needs of groups that are traditionally left behind.

List of activities

<table>
<thead>
<tr>
<th>Outcome 2: National and subnational systems and institutions plan, fund and offer evidence-based programs that prevent and respond to VAWG, and include other sectors.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.1: Strengthen the capacities of public officials in the prevention, care, sanction and reparation of the VAWG.</strong></td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td><strong>Output 2.2: Contribute to the strengthening of the coordination mechanisms involved in the prevention, attention, sanction and reparation of the VAWG among institutions, government orders and civil society organizations</strong></td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td><strong>Output 2.3: To influence the strengthening of the effectiveness, efficiency and impact of the Gender-based Violence Alert Mechanism against Women</strong></td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td><strong>Output 2.4: Influence transformative, efficient and labeled budgets linked to the VAWG and with a gender perspective</strong></td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
</tbody>
</table>
OUTCOME 3 - PREVENTION. CHANGE OF NORMS AND BEHAVIOURS

If the selected states and municipalities design and implement multiple comprehensive strategies to transform standards, roles, and behaviors for preventing VAWG in line with international standards, both in community, family, and school settings; through the empowerment and reinforcing of skills, capacities, and mobilization of girls, boys, adolescents and young individuals, men, and women, incorporating those groups that are traditionally left behind, as well as the coordinated participation of key stakeholders and media; these efforts will provide for a promotion, modeling, and adoption of positive social norms, mindsets, and behaviors that seek to promote gender equality and prevent VAWG, particularly among most at-risk groups, thus contributing to the elimination of femicide.

The programme acknowledges that a transformation of the social standards and stereotypes that condone VAWG requires comprehensive and multidimensional interventions that are mutually reinforced; that is, that a permanent interaction exists between the individual level (actors) and the social structure (community). Namely, pillar 3 will put into practice the efforts towards focalized prevention in individual, community, and school settings adopting a comprehensive approach protecting the rights of girls, adolescents, young individuals, adult women, and senior women and promoting their empowerment. The challenge of such strategies, differentiated by target group, is to modify social standards, gender stereotypes, and gender prejudices, and to work at the same time with the existing local networks and media outlets with presence in the selected municipalities, with a comprehensive, organic focus on commitments towards gender equality.

List of activities:

<table>
<thead>
<tr>
<th>OUTCOME 3 - Social standards, mindsets, and behaviors on gender equality change at a community and individual level to prevent VAWG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 3.1: Evidence-based programmes, based on best practiced identified, are developed to promote gender-equitable norms, attitudes and behaviours, for in and out of school settings.</td>
</tr>
<tr>
<td>3 3.1 3.1.1 Identification and implementation of actions based on the school community for the prevention and elimination of VAWG.</td>
</tr>
<tr>
<td>3 3.1 3.1.2 Identification and implementation of actions directed / focused on children, adolescents, young people, women, men (adolescents, youth and parents), at the community level</td>
</tr>
<tr>
<td>Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls’ sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities</td>
</tr>
<tr>
<td>3 3.2 3.2.1 Design of an alternative model of work with male aggressors to reverse their behavior</td>
</tr>
<tr>
<td>3 3.2 3.2.2 Strengthening the capacities of community organizations that offer protection, reception and / or prevention actions for the VAWG</td>
</tr>
<tr>
<td>Output 3.3: Media and communication partners are better able to advocate for implementation of legislation and policies on ending VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls’ rights.</td>
</tr>
<tr>
<td>3 3.3 3.3.1 Promotion and strengthening of local networks of action for the prevention of VAWG</td>
</tr>
<tr>
<td>3 3.3 3.3.2 Recovery of public spaces based on the strengthening and promotion of leadership by women and girls</td>
</tr>
<tr>
<td>3 3.3 3.3.3 Implementation of communication strategies for development to prevent and eliminate VAWG, differentiated according to the audience and the implementation space</td>
</tr>
<tr>
<td>3 3.3 3.3.5 Work with journalists, media and editors for the ethical treatment of information about VAWG and femicide.</td>
</tr>
<tr>
<td>3 3.3 3.3.6 Promotion of a pact with communication media to position the VAWG in the public agenda and the dissemination of the institutional offer for the attention of cases</td>
</tr>
</tbody>
</table>

OUTCOME 4 – QUALITY SERVICES WITH A FOCUS ON PREVENTION AND RESILIENCE

If the selected states and municipalities provide essential care services that are available, accessible,
acceptable effective, cross-sectional, coordinated, of quality and multi-input in the short, mid, and long term, incorporating international standards from the Essential Services Package for women and girls victims of violence (ESP); and maintain sensitive, specialized personnel capable of addressing VAWG with a gender perspective and a differentiated approach while, at the same time, women and girls are informed and empowered to exercise their rights to access to such services; and if budgets and capabilities are in place to monitor and assess services on a regular basis; women and girls that endure violence will then increase the use of quality, non-victimizing services, will break the cycle of violence, and will be able to fully recover.

List of activities:

<table>
<thead>
<tr>
<th>OUTCOME 4: Women and girls experiencing violence use available, accessible, acceptable and quality essential services, including the long-term recovery of violence.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 4.1: Partners have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls’ victims/survivors of violence (and their families when relevant), especially those facing multiple and intersecting forms of discrimination</td>
</tr>
<tr>
<td>4 4.1 4.1.1 Analysis of existing care services for women and girls victims of violence.</td>
</tr>
<tr>
<td>4 4.1 4.1.2 Preparation of a proposal to adapt the PSE to the state and municipal level based on the results of the analysis.</td>
</tr>
<tr>
<td>4 4.1 4.1.3 Elaboration of interinstitutional coordination protocol model in services for women and girls victims of violence, considering that the first contact can occur in any instance, with a gender approach and intersectional approach.</td>
</tr>
<tr>
<td>4 4.1 4.1.4 Promotion of the creation of a reference and counter-reference network with the appropriate registers and formats for the attention of essential services.</td>
</tr>
<tr>
<td>4 4.1 4.1.5 Preparation or adaptation of protocols for the issuance, application and monitoring of protection orders for cases of VAWG.</td>
</tr>
<tr>
<td>4 4.1 4.1.6 Monitoring and evaluation of output 4.2</td>
</tr>
<tr>
<td>4 4.1 4.1.7 Training for public officials in standards and laws for the provision of essential services.</td>
</tr>
<tr>
<td>4 4.1 4.1.8 Adoption and homologation of the ministerial investigation protocols with a gender perspective, intersectional and human rights approach to the crime of femicide and, subsequently, guarantee the training of all the ministerial, expert and police personnel of the Prosecutor’s Offices / Prosecutors’ Offices that investigate cases of femicide about the implementation of said protocols.</td>
</tr>
<tr>
<td>4 4.1 4.1.9 Systematization of the experience of the Context Analysis Units of the State of Mexico, in order to identify good practices and, where appropriate, replicate their experience.</td>
</tr>
</tbody>
</table>

Output 4.2 Women and girls’ survivors/victims of violence and their families are informed of and can access quality essential services, including longer term recovery services and opportunities.

- 4 4.2 4.2.1 Promotion of the creation / linking of strategies and models of transition and reception as protection mechanisms for women and girls victims of violence.
- 4 4.2 4.2.2 Dissemination of the rights of women and girls victims of violence according to the PSE to avoid abuse and potential corruption in the provision of services.
- 4 4.2 4.3.3 Promotion and strengthening of social and citizen monitoring mechanisms.

OUTCOME 5 – MANAGEMENT OF DATA TO INFORM POLICIES AND PROGRAMMES FOCUSED ON VAWG AND FEMICIDE

If mechanisms and methodologies for data collection are improved across states and municipalities; if efforts are made to guarantee a strict assessment of interventions and strengthen the country’s ability to perform investigations and assessment on VAWG, while robust information systems are in place to allow the use of timely, accurate, comparable and disaggregated data; And if such data is made public and accessible (including online) through the strengthening of capacities of institutions to disseminate data, in line with international standards, then the laws, policies, and programs will be based on evidence and will be able to respond to the particular context and reality of women and girls, including those under greater conditions of vulnerability, and will further contribute to the eradication of VAWG and femicide.
Having quality and reliable data also allows the observation of progress in gender equality from a comprehensive standpoint – including women and girls that face multiple and intersecting forms of discrimination which, in turn, helps to raise awareness on the relevant progress on sustainable development, and builds significant conditions for institutions to provide a transparent accountability.

List of activities:

<table>
<thead>
<tr>
<th>Outcome 5: World-class quality, disaggregated and comparable data on the different forms of VAWG are collected, analyzed and used in accordance with international standards to have an impact on political laws and programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 5.1: Strengthening administrative records and information regarding VAWG</strong></td>
</tr>
<tr>
<td>5 5.1 5.1.1</td>
</tr>
<tr>
<td>5 5.1 5.1.2</td>
</tr>
<tr>
<td>5 5.1 5.1.3</td>
</tr>
<tr>
<td>5 5.1 5.1.4</td>
</tr>
<tr>
<td><strong>Output 5.2: Strengthen access and use of information for the prevention, care, sanction and eradication of VAWG</strong></td>
</tr>
<tr>
<td>5 5.2 5.2.1</td>
</tr>
<tr>
<td>5 5.2 5.2.2</td>
</tr>
<tr>
<td>5 5.2 5.2.3</td>
</tr>
<tr>
<td>5 5.2 5.2.4</td>
</tr>
<tr>
<td><strong>Output 5.3: Generation of exchange spaces and experiences to facilitate South South Cooperation in data and VAWG</strong></td>
</tr>
<tr>
<td>5 5.3 5.3.1</td>
</tr>
<tr>
<td>5 5.3 5.3.2</td>
</tr>
<tr>
<td>5 5.3 5.3.3</td>
</tr>
</tbody>
</table>

**OUTCOME 6 – WOMEN’S MOVEMENT AND OTHER CIVIL SOCIETY ORGANIZATIONS STRENGTHENED TO ADVOCATE FOR THE ERADICATION OF VAWG AND FEMICIDE**

If a broad and autonomous movement of women and girl and professionalized civil society in selected states and municipalities, have strengthened capabilities and are coordinated with associations, networks, and coalitions, these organizations will be capable of impacting policies and programs for preventing, addressing, and punishing VAWG, and will generate progress in the elimination of VAWG; they will participate and impact the institutional spaces for decision making related to VAWG; and will monitor, assess, and demand accountability on government efforts particularly related to VAWG and femicide. Thus, these organizations will influence the eradication of VAWG and femicide in Mexico.

Eliminating discrimination and VAWG requires the establishment of partnerships and cooperation with movements and CSO’s (SDG 17) in such a way that interventions can have a greater impact, take into account the diversity of conditions endured by women and girls – in turn represented by the diversity of the movements/organizations – and ensures that those who suffer from cross-sectional discrimination are heard.
List of activities:

<table>
<thead>
<tr>
<th>Output 6.1: Strengthen the capacities of CSOs in strategic litigation, diagnosis, monitoring and evaluation, giving priority to sharing experiences among the organizations themselves, so that they consolidate their role as observers in the accountability of the authorities’ activities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
</tr>
<tr>
<td>6.1</td>
</tr>
<tr>
<td>6.1</td>
</tr>
<tr>
<td>6.1</td>
</tr>
<tr>
<td>6.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 6.2: Strengthen human rights defenders and journalists in their work to defend and promote the rights of women and girls</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2</td>
</tr>
<tr>
<td>6.2</td>
</tr>
<tr>
<td>6.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 6.3: Strengthen the capacities of participation of the widest diversity of women's movements in international and national mechanisms for the protection of human rights to make femicide and violence against women and girls visible.</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3</td>
</tr>
<tr>
<td>6.3</td>
</tr>
</tbody>
</table>

ALIGNMENT WITH SDG TARGETS AND INDICATORS

The implementation of the Spotlight Initiative in Mexico has a direct impact on the achievement of the 2030 Agenda. As stated in the General Assembly Resolution ‘Transforming Our World: the 2030 Agenda for Sustainable development’: “realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities.”

The eradication of VAWG, which is a target itself (5.2) of the Sustainable Development Goals (SDGs), has an impact on other SDGs. The act of guaranteeing that women and girls exercise their right to live a life free of violence, is closely related to the goals and targets regarding the right to a healthy life (SDG 3), inclusive and equitable quality education (SDG 4, targets 4.7 and 4.a), the reduction of inequalities (SDG 10, targets 10.2 and 10.3), inclusive, safe, resilient and sustainable cities (SDG 11, targets 11.2 and 11.7), and the promotion of peaceful and inclusive societies (SDG 16, target 16.1 and 16.2). The implementation of Spotlight in Mexico constitutes a substantive opportunity to support national efforts to

---


95 See UN Women (2018), Turning Promises Into Action: Gender Equality in the 2030 Agenda for Sustainable Development, UN Women, p. 73
implement the 2030 Agenda, and to promote their development at a local scale.

The Mexico Spotlight Initiative program will support accountability for results through a human rights-based approach, capacitating both rights holders and duty bearers to ensure meaningful participation, civic engagement, and supporting the role of communities and civil society organizations in shaping public discussion and government social accountability for rights and services. Through outcomes Two and Four programme interventions, Spotlight will support achievement of a corollary SDG Sixteen, which recognizes the centrality of access to justice, rule of law, and accountable institutions in EVAW and achieving sustainable development. This includes building the capacity of national and subnational governments for gender-responsive planning and budgeting and of institutions to ensure access to justice for survivors of VAWG.

GOVERNANCE

According to the programme principles, inclusion, transparency, accountability, and consensual decision making, the following chart represents that governance arrangements for the Spotlight Initiative in Mexico, as well as the main mechanisms and players to that will participate in them:

- **Country Steering Committee**: Members of the National Steering Committee will include the Resident UN Coordinator, representatives of the European Union Delegation in Mexico, Government representatives, and representatives of participating national organizations, CSO’s, and from the participating United Nations Agencies. It is the authority in charge of guiding and overseeing the implementation of the programming strategy, in line with the country’s priorities and dynamic standpoint. Its duties include: ensuring an adequate communication and coordination, as well as supporting the participatory implementation of the CP; approval of annual work plans, review of results, and adjustment of the implementation configuration; review and approval of the periodical and annual narrative reports; approval of programmatic or budgetary reviews; among others. For more information, please refer to the Terms of Reference (TORs) of the Country Steering Committee.

- **Civil Society National Reference Group (CS-NRG)**: It is the CP’s advice and support mechanism created to incorporate CSO participation and experience into the Spotlight Initiative as defenders and partners to achieve its objectives.

Based on the guidelines issued by the Spotlight Secretary shared on April 2018, a preliminary
meeting with 48 CSO was called upon to explain the purpose of the Initiative and the role the CP expects CSO’s can play. Thus, as per the CSO’s choice, a group was created with three of the attending CSO’s to draft an initial proposal of TORs to be approved by the Reference Interim Group for the incorporation and operation of the National Reference Group. During this meeting, and as requested by the CSO’s, it was established that, due to the diversity on each of the municipalities where the Spotlight Initiative in Mexico would be implemented, local OSC groups should be created, with the issuance of a broad call that could accompany the State’s strategies for the implementation of the Initiative. Also, in that first meeting that was held with several CSO’s, they appointed two of them to participate in the first place in the Steering Committee. These are:

- **The National Citizen Observatory of Femicide** (OCNF): an alliance formed by 49 human rights and women's organizations in 21 states of the Mexican Republic and Mexico City to monitor and demand accountability from the institutions in charge of preventing and preventing sanction violence against women and femicide.

- **The National Network of Shelters** (RNR): a civil organization born in 1999 and legally constituted in 2004 with the purpose of grouping public and private shelters in the 32 entities of the Mexican Republic that provide security, protection and specialized attention to the women, as well as their sons and daughters, at risk due to family, gender, sexual and trafficking violence.

The participation of both networks does not imply that the CSOs that integrate them will be those that will necessarily implement activities or who are the target of the different strengthening actions.

- **Technical Coordination**: Under the management of the Resident Coordinator, UN Women will be the agency tasked to provide overall advice on technical aspects of the initiative, in close collaboration with other UN agencies, and the European Union Delegation. Its main duty is to guarantee a programmatic coherence, integrity, and quality in the pillars that confirm the Initiative, as well as to provide specialized advice for each of the agencies to achieve such objectives. It is also the entity in charge of ensuring that the RC maintain the previously-mentioned technical aspects.

UN Women will ensure that the Resident Coordinator receive adequate advice and support to guarantee the highest technical quality, coherence between pillars, and continuous technical innovation, once the Programme Document is approved. This role will be reinforced by a team of

---

96 The CSO that participated in that meeting were: Afectividad y Sexualidad A.C. (Guardianes); Asociación para el Desarrollo Integral de Personas Violadas A.C.; Balance, Promoción para el Desarrollo y Juventud, A.C; Católicas por el Derecho a Decidir, A.C.; Centro de Atención a la Mujer Trabajadora de Chihuahua A.C.; Centro de Derechos Humanos de las Mujeres; Centro de Derechos Humanos de las Mujeres; Centro Fray Julián Garcés DH y Desarrollo local A.C.; Childfund México; Colectivo de Investigación, Desarrollo y Educación entre Mujeres A.C.; Comisión Mexicana de Defensa Y Promoción de los Derechos Humanos, A.C.; Comité de América Latina y el Caribe para la Defensa de los Derechos de la Mujer; Consorcio para el diálogo parlamentario DF; Consorcio para el Diálogo Parlamentario y la Equidad Oaxaca A.C.; Coordinación Nacional de Mujeres Indígenas; Documenta; Elige, Red de Jóvenes por los Derechos Sexuales y Reproductivos, A.C.; Equidad de Género, Ciudadanía, Trabajo y Familia A.C.; Equis: Justicia para las Mujeres A.C.; Fundación Arcoíris por el Respeto a la Diversidad Sexual A.C.; Fundación Juconi, A.C; Fundación Mexicana de Reintegración Social, A.C. (REINTEGRA); Gendes, género y desarrollo A.C.; Gente Diversa de Baja California A.C.; Inclusión Ciudadana, A.C.; Iniciativa Ciudadana y Desarrollo Social A.C. (INCIDE); Instituto de Liderazgo Simone de Beauvoir; Instituto Guerreroense de Derechos Humanos; Instituto Justicia y Derechos Humanos S.C.; International Planned Parenthood Federation Mexico Office (IPPF/WHR); Justicia para Nuestras Hijas; Mujeres en Cadena por una Vida Digna A.C.; Observatorio Ciudadano Nacional del Feminicidio; Planeación y Desarrollo S.C.; Radical Libre, Grupo de Acción A.C.; Red de apoyo a Mujeres Municipalistas A.C; Red de jóvenes indígenas de Centroamérica y México; Red Macuilxóchitl de la Montaña; Red Mesa de Mujeres de Ciudad Juárez, A.C.; Red Mesoamericana Mujer Salud y Migración; Red por los Derechos de la Infancia en México; Salud Integral para la Mujer A.C. (SIPAM) - migración y servicios; Save the Children en México; Semillas, Sociedad Mexicana Pro Derechos de la Mujer; Servicios a la Juventud (SERAJ); Tech Palewi, A.C.; The Hunger Project México; Transversal; and World Vision México.
specialized professionals, the Spotlight Operations Team (see IV. Accountability), which will include one General Technical Coordinator, one Knowledge Monitoring and Assessment/Management, one Communication Specialist, and one Programme Associate. Their duties will be: 1) to provide technical coordination for the Spotlight programme in Mexico and to provide a technical contribution to the implementation, management, and development of strategies to guarantee the technical coherence of the various pillars combined; 2) to coordinate monitoring and submission of reports on the Spotlight Programme in Mexico; to guarantee the full programme report; as well as to coordinate the necessary efforts so that the initiative implementation assessment is carried out properly; 3) to guarantee coherence in the programmatic management of the six pillars that conform the initiative; 4) to facilitate technical support for the formulation of partnerships when needed, in the development of resource allocation strategies for the initiative in the country; and 5) to contribute in the efforts to facilitate knowledge management throughout the programme in the country, as well as to work closely with the RCO’s to guarantee coherence in communication strategies. Furthermore, for the implementation of each initiative pillar, the leading agencies will receive specialized technical advice that will help them in implementing each of the pillars.

The Operations Team will also maintain a direct link to the RCO and the staff that will provide support in the implementation of the six pillars. For more information, please refers to the Technical Coordination TORs.

The following table is an initial distribution list of leading and implementing agencies.

<table>
<thead>
<tr>
<th>Pillars</th>
<th>Leading Agency</th>
<th>Implementing Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Legal framework and public policy</td>
<td>UN Women</td>
<td>OHCHR, UNDP</td>
</tr>
<tr>
<td>2. Institutional strengthening</td>
<td>UNDP</td>
<td>UNICEF, OHCHR</td>
</tr>
<tr>
<td>3. Prevention and social standards</td>
<td>UNFPA</td>
<td>UNODC, UNICEF, UN Women</td>
</tr>
<tr>
<td>4. Delivery of essential quality services</td>
<td>UNFPA</td>
<td>UNODC, UNICEF</td>
</tr>
<tr>
<td>5. Availability of data and capabilities</td>
<td>UN Women</td>
<td>UNFPA, UNODC</td>
</tr>
<tr>
<td>6. Support of female movements</td>
<td>UN Women</td>
<td>OHCHR</td>
</tr>
</tbody>
</table>

- **Gender Interagency Group**: Its objective is to strengthen the collective UN response to provide a gender equality in national coordination processes. Within the Spotlight framework, the group provides support and technical advice for specific products and activities, and provide guidance on strategic, programmatic, and technical lines of the Initiative.

- **Spotlight Operations Team**: Initially, task forces are to be created in M&E and Communication areas with the focal points of each agency. Once the Programme Document is approved, specialized professionals are to be hired, to compose the Spotlight Operations Team (see III. Governance Arrangements). For such purpose, a budgetary distribution proposal has been included that considers the critical professionals to be hired to service all pillars, aimed at allocating adequate resources for the duties and responsibilities of the team.

The main counterparts for the Federal Government that will assist in the coordination and implementation of the Spotlight Initiative in Mexico are:

- **The National Commission to Prevent and Eradicate Violence against Women (CONAVIM)**, which is a decentralized body of the Ministry of Interior, in charge of designing the national policy to promote a culture of respect of human rights for women and the eradication of violence against them. It is in charge of formulating the bases for coordination between the three levels of
government and promoting compliance with the international obligations by the Mexican state in terms of preventing, addressing, punishing, and eradicating violence against women. It drafts and provides follow-up to the Comprehensive Program to Prevent, Address, Punish, and Eradicate Violence against Women, that consolidates the central Government’s efforts for the promotion of equality and combat against discrimination of women and girls. CONAVIM has experience elaborating surveys and generating knowledge regarding violence against women and girls, in collaboration with academics and other public agencies. It also has a long experience working with CSO’s at the local and national level, through Subcommittees on Coordination and Liaison to Prevent and Eradicate Violence against Women.

• The National Women Institute (INMUJERES) is the Federal Government entity that coordinates compliance with the national policy for substantive equality and assists in the eradication of violence against women. It promotes and fosters conditions to avoid discrimination, for equal opportunities among genders, for the exercise of female rights and fair female participation in political, cultural, economic, and social life in the country. The Institute has experience generating gender statistics, surveys and knowledge regarding women’s rights and violence against women and girls, as well as evaluating policies in collaboration with international institutions (such as Eurosocial). It also participates in national and local networks with researchers, CSOs and private sector to improve policies, data and services for women empowerment and eradication of violence against women.

As already stated, a broad call to CSO’s, both national and local, will be issued, for them to participate in the CS-NRG, and local reference groups will be established to provide follow-up on the Initiative. Furthermore, collaboration with CSO’s at a local level will be pursued, not only to reinforce their capabilities, but also as implementers of various activities throughout the six pillars that conform the Spotlight Initiative in Mexico.
ECUADOR COUNTRY PROGRAMME

Recipient UN Organizations (RUNOs): UNDP, UNFPA, UN WOMEN

Programme Partner(s):
- SNU: UNICEF, ACNUR

Others: Academia, Private Sector

Programme Location (provinces or priority areas): Azuay (Cuenca canton), Cañar (Azogues canton), Manabí (Chone and Portoviejo cantons), Morona Santiago (Morona canton) and Pastaza (Pastaza canton).

Programme Description:
The Spotlight Initiative will contribute to reducing femicide in Ecuador by developing and strengthening strategic interventions that prevent and respond to violence against women and girls in the country. The programme will work in five provinces: Azuay (Cuenca canton), Cañar (Azogues canton), Manabí (Chone and Portoviejo cantons), Morona Santiago (Morona canton) and Pastaza (Pastaza canton). Special emphasis will be placed on groups facing multiple and intersecting forms of discrimination.

Estimated No. of Beneficiaries

<table>
<thead>
<tr>
<th>Indicative numbers</th>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>7,521,051</td>
<td>12,759,399</td>
</tr>
<tr>
<td>Girls</td>
<td>1,135,696</td>
<td>1,236,823</td>
</tr>
<tr>
<td>Men</td>
<td>2,600,131</td>
<td>1,299,891</td>
</tr>
<tr>
<td>Boys</td>
<td>1,187,059</td>
<td>1,284,631</td>
</tr>
<tr>
<td>TOTAL</td>
<td>12,443,937</td>
<td>16,580,744</td>
</tr>
</tbody>
</table>

Phase I:
- Total EU Contribution:
  USD 2,900,000
- Total UN Agency Contributions:
  USD 320,680
- Total Cost (Phase I & II):
  USD 4,013,134

Note: A breakdown and analysis by intersecting forms of discrimination is provided in the body of this document.
Programme Strategy

**PILLAR 1 – LEGISLATIVE AND POLITICAL FRAMEWORKS**

**Theory of change**

If (1) women and experts on VAWG/femicide participate in evaluating, developing, and implementing policies and legislation to end femicide

(2) implementation of laws and policies is supervised

Then (3) a favourable legislative and political environment is established to address violence against women / femicides and other forms of discrimination, resulting in planning to guarantee women's and girls' rights
BECAUSE (4) legislative and policy frameworks, effectively implemented, address impunity and promote coordinated action, including in the areas of prevention, services, and data compilation (5) so, laws and programs are developed, implemented, and supervised to integrate VAWG issues into SRRs services.

**OUTCOME 1**: Public policies and legal frameworks for all forms of violence against women and girls and harmful practices, evidence-based, aligned with international human rights standards, implemented and taken into account in planning

**Output 1.1** National partners have built **capacities to assess gaps, reinforce or update existing policies and legislation** to eliminate violence against women and girls (VAWG).

**1.1.1. Specific national output**: Participatory design of public policy for institutionalizing the National System to Prevent and Eradicate VAWG.

Define a draft proposal, prepared intersectorally:
- Feedback workshops with CS,
- Feedback workshops with relevant State sectors
- Multi-stakeholder validation

**1.1.2 National output**: Four consensus-based draft proposals to amend four legal norms regarding eradicating VAWG and femicide (CONA, COOTAD, COIP and COFJ).

Technical assistance to the National Assembly for legislative processes:
- Help draft proposed amendment according to the legislative agenda for laws related to VAWG and femicide
- Working meetings with the National Assembly (Parliamentary Group for Women's Rights)
- Working sessions with Civil society

**1.1.3 National output**: Adapted and piloted the National Protocol for Criminal Investigation of Femicide based on the Latin American Protocol for Investigating women's violent deaths (femicide)

Technical assistance to the executive entities and judicial commission to adapt the Protocol:
- Comparative review and analysis of the national protocol versus the Latin American protocol
- Define gaps and similarities in protocols’ investigation process
- Prepare the proposal for adaptation
- Validate and pilot the adapted protocol.

**1.1.4 National output**: Participatory design of public policy for reparations to victims of VAWG and dependents of victims of femicide

Assistance to design the reparations policy:
- Legal analysis comparing with the Belém do Pará standards and other referents.
- Compile and classify information on judicial and administrative processes and mechanisms for restitution, indemnification, rehabilitation, satisfaction and guarantees of non-repetition.
- Identify institutional competencies and coordination mechanisms within the respective National System.
- Design the proposal
- Validate the proposal
- Identify a standard mechanism.

**Output 1.2**: National partners have increased capacities to develop and finance evidence-based national and/or subnational action plans to end VAWG.

**1.2.1 National output**: The National Plan to Prevent and Eradicate Violence Against Women and Girls and femicide is validated and has a system to monitor and follow-up on its implementation

Cooperation in the third phase of constructing and validating the national plan and preparing the monitoring and evaluation system:
- Prepare and validate the final document
- Virtual platform to discuss and validate the document with the institutions of the Integrated National System to Prevent and Eradicate Violence against Women, women’s organizations and other CSOs.
Theory of change

If (1) decision-makers and relevant stakeholders from all sectors of the government are informed and mobilize to address VAWG, including femicide.

If (2) all institutional levels and relevant stakeholders have strengthened their capacities against VAWG including femicide.

If (3) national and subnational negotiations are effective, overcoming any obstacles to collective action to address and prevent VAWG and femicide.

If (4) there are sufficient resources.

Then (5) the institutions will develop, coordinate and implement programs including eliminating VAWG plus other SDG targets in development planning.

Because (6) institutional changes require appropriate capacities, adequate financing, and political commitment and leadership to sustainably address VAW and femicide.

PILLAR 2 – INSTITUTION BUILDING

**Output 1.3:** National and subnational partners have increased knowledge on human rights standards, laws and policies to guarantee the rights of women and CSOs and human rights advocates have increased capacity and skills to move the agenda forward.

**1.3.1 National output:** Increased number of women with enhanced capacities to advocate and promote laws and policies for preventing and eradicating VAWG, with focus on ethnic diversity and persons with disabilities.

Edu-communicational products to socialize laws, policies and key messages on VAWG and femicide:
- Pedagogical mediation of the Plan and international standards on women’s rights
- Dissemination and awareness raising of the Plan, the Law, and international standards for preventing and eradicating VAWG in women’s organizations and CSOs that will be part of this proposal and others that have a national legitimacy for advocacy.
- Edu-communicational material to contribute to women’s advocacy processes.
- Identifying new spokespersons and leaders in the women’s movement.
### OUTCOME 3 – PREVENTION- CHANGE OF NORMS AND BEHAVIOURS

#### Theory of change

If (1) we have a comprehensive prevention strategy that integrates:

- a) the education of future professionals in new forms of more equitable relations between women and men;
- b) mass communication outlets using new technologies with messages structured in a single production line;
- c) social mobilization actions to demand media production free of violence that deconstructs the gender stereotypes that make violence seem like something natural;
- d) actions by young violence preventers to understand and exercise individual and social power to transform relationships and create protective environments to keep women and girls from having to live with violence, and reduce femicide.

---

**Output 2.2: National and/or subnational coordination mechanisms are established and/or strengthened, have adequate resources and mechanisms for multi sectoral participation and inclusion of the most vulnerable women groups.**

**2.2.1 National output:** Mechanisms for coordination and integration is adapted to local governments, as part of the National Prevention System Management Model in order to strengthen the local protection system.

- Implement the operating model for the National System to Prevent and Eradicate VAW, strengthening its integration at the local level (deconcentrated and decentralized management).
  - System of management and evaluation indicators for the entire system, nationally and locally (process, results)
  - Mechanisms to detect and refer cases of gender-based violence against women to the System’s institutions
  - Support strengthening of local protection networks
  - Design, edit, and layout a publishable version of the highlights of the Operating Model.
  - Publications (digital and hard copy, decided with the HR Secretariat)
  - Public discussion workshops locally (TBD) (rapporteurs’ reports and communicational dissemination)

- Output 2.3: Partners (parliamentarians, key governmental officials, and women’s rights advocates) nationally and / or sub nationally have greater knowledge, capacities, and tools on Gender-Responsive Budgeting to end VAWG, including DV / VP

**2.3.1 National output:** The national catalog for public spending on gender equality has a specific system for reporting on VAWG and femicide

- The public spending catalog reports the budget allocated and raised for VAWG and femicide:
  - Technical assistance to include indicators on VAWG and femicide in the spending catalog (gender classifier)
  - Training on using and applying the catalog (priority sector: selected GADs)
  - Training women for monitoring and societal oversight

---

**Output 2.2: National and/or subnational coordination mechanisms are established and/or strengthened, have adequate resources and mechanisms for multi sectoral participation and inclusion of the most vulnerable women groups.**

**2.2.1 National output:** Mechanisms for coordination and integration is adapted to local governments, as part of the National Prevention System Management Model in order to strengthen the local protection system.

- Implement the operating model for the National System to Prevent and Eradicate VAW, strengthening its integration at the local level (deconcentrated and decentralized management).
  - System of management and evaluation indicators for the entire system, nationally and locally (process, results)
  - Mechanisms to detect and refer cases of gender-based violence against women to the System’s institutions
  - Support strengthening of local protection networks
  - Design, edit, and layout a publishable version of the highlights of the Operating Model.
  - Publications (digital and hard copy, decided with the HR Secretariat)
  - Public discussion workshops locally (TBD) (rapporteurs’ reports and communicational dissemination)

- Standardize a single, general, applicable, scalable instrument for costing the operating model, at a deconcentrated and decentralized level (care for victims, penalties, prevention, reparations, and formulating and implementing local protocols and plans):
  - Workshops at the pilot GADs to gather information (Canton Boards)
  - Pilot programs with GADs

**Output 2.3: Partners (parliamentarians, key governmental officials, and women’s rights advocates) nationally and / or sub nationally have greater knowledge, capacities, and tools on Gender-Responsive Budgeting to end VAWG, including DV / VP**

**2.3.1 National output:** The national catalog for public spending on gender equality has a specific system for reporting on VAWG and femicide

- The public spending catalog reports the budget allocated and raised for VAWG and femicide:
  - Technical assistance to include indicators on VAWG and femicide in the spending catalog (gender classifier)
  - Training on using and applying the catalog (priority sector: selected GADs)
  - Training women for monitoring and societal oversight
Then (2) social norms, attitudes and behaviours that are favourable at the community, individual and social level will be promoted, generating respectful and egalitarian relationships that reduce violence against girls and women.

Because (3) initiatives for prevention coordinated among multiple stakeholders that reinforce each other can effectively change individual and sociocultural norms, including those that limit positive social valuing of female adolescents, women, and their sexuality, and which tolerate femicide.

OUTCOME 3: Knowledge, attitudes and practices change in communities and individuals, to prevent VAWG and harmful practices.

Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviors, including on Comprehensive Sexuality Education in line with international standards, for in- and out-of-school settings.

**3.1.1 National output:** Validated mechanisms to apply the policy to prevent and eradicate harassment and VAWG in the higher education system.

Strengthened academic participation in preventing GBV and femicide, under the national strategy to prevent VAWG:
- Exchange experiences and good practices to determine progress
- Action plan to implement basic mechanisms to operate the policy in higher education, and its protocols.

Output 3.2: Prevention platforms established/strengthened to promote strategies and programs (community dialogues, public information and promotion campaigns) about knowledge, attitudes, and practices with gender equity, including women’s and girls’ SDSR, self-esteem and transformation of harmful masculinities.

**3.2.1 National output:** Designed, implemented and evaluated a comprehensive, innovative strategy to prevent VAWG and femicide.

The strategy will encompass communication, education, and social mobilization actions. A mass communicational campaign, with an approach of non-violent masculinities, intercultural understanding, and accessibility, considering social diversities:
- Community radio stations; "timeless" material; using social networks.
- Develop a computer App to prevent femicide, targeting women

- Specialty training for journalists working with the mass media, in adequately handling information about violence against women and femicide, as well as for media production:
  - Prepare the specialty training
  - Review and adapt experiences implemented in other countries (Argentina and Mexico)
  - Design and apply the training
  - Political advocacy to influence editorial policy of private, public and community media (select media by relevance: local and national media).

Prepare and/or adapt the training methodology for young people who are preventers of VAWG and femicide
- Map youth organizations
- Implement training with the prepared methodology
- Plan replication of the training received
- Replicate that training
- Plan sustainability
- Prepare training and dissemination material to strengthen SCOs on new masculinities.

**3.2.2 National output:** Implement local platforms for citizen mobilization with non-sexist communication (based on experiences tested by Civil Society in Ecuador)

99 All actions for this pillar fall under the comprehensive prevention strategy; however, for the purposes of reporting by output and by Spotlight indicator, activities have been distributed separately.
Develop 3 local citizen platforms for citizen mobilization around media production for non-violence, integrating key stakeholders to implement the platforms (communication observatories)
- Train for technical studies on mass media communicational items
- Apply studies
- Gather citizen mobilization strategies
- Advocacy and integrating local governments
- Transfer the methodology

Output 3.3: Decision-makers in non-government institutions and informal key decision-makers are in a better position to advocate for implementation of legislation and policies to end VAWG, including DV /VP, and for gender-equitable norms, attitudes and behaviors and for the rights of women and girls.

3.3.1. National output: Implemented a National Citizen Tribunal to prevent femicide and VAWG as a tool for citizen mobilization and transforming attitudes and practices.

Design and apply a grassroots tribunal on femicide to mobilize society around preventing VAWG and femicide:
- Identify and document paradigmatic cases to define critical nodes and prepare recommendations
- Select members of the National Citizen Tribunal
- Hold the National Citizen Tribunal

OUTCOME 4 – Quality services with a focus on prevention and resilience

Theory of change

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 (4) women and girls who experience violence, will increase their use of services and recover from violence, while perpetrators will be prosecuted

because (5) underlying barriers to women and girls’ access to services have been addressed

(6) including in relation to gender and socio-cultural norms affecting women’s sexuality and reproduction

OUTCOME 4: Women and girls who experience violence and harmful practices use essential services that are available, accessible, acceptable, and quality, including for long-term recovery from the violence

Output 4.1: The relevant governmental authorities and women’s rights organizations, nationally and sub nationally, have reinforced their knowledge and capacities to provide essential services, well-coordinated and with good quality, including SRR services and access to justice for women and girls who have survived GBV, including DV and VP, especially those who are facing multiple, intersecting forms of discrimination

4.1.1 National output: Femicide Early Warning System designed and validated (FEWS).

Apply the road map established by the FEWS costing to improve the proposal for implementation.


System to evaluate and punish performance of judges under international HR standards

4.1.3. National output: Strengthened capacities in the health, security, and justice sectors (including
access to psychosocial support) to adapt and implement the Essential Services Package for Women and Girls Subject to Violence and Femicide (including the response mechanisms to VAWG).

Capacity-building to implement the Technical Standard for dealing with GBV in health (including access to psychosocial support):
- Prepare and implement training
- Print the Technical Standard

Apply the second training phase for the police to apply administrative measures and urgent actions to protect women and girls from violence in the 6 prioritized cantons

- Design and implement guidelines and standards for quality of service provided to women from indigenous peoples and nationalities for cases of VAWG and femicide (cultural appropriateness):
  - Intercultural dialogues to define guidelines
  - Consensus-building workdays for guidelines
  - Prepare the document

Technical assistance to implement the package of essential services for the justice sector

Output 4.2: Women and girls are survivors of GBV, including DV and VP, and their families are informed and have access to quality essential services, including services and opportunities for recovery in the longer term.

4.2.1 National output: A mechanism designed for the economic empowerment of women who have been victims of violence including the financial system

Design a mechanism for economic empowerment for VAWG:
- Train on economic opportunities, business management, labor rights and obligations
- Develop business plans
- Technical and financial assistance
- Psycho-social assistance

4.2.2 National output: Strengthened the model for managing shelter homes in the selected cantons, including new capacities to address VAWG in crises/emergencies.

- Update the management model for shelter homes about VAWG:
  - Review the status of implementing the existing management model
  - Identify critical nodes
  - Design the implementation guide
  - Distribute the implementation guide

  - Adapt the protocol for action in addressing emergencies and providing basic inputs (COVID-19):
    - Train for emergency care
    - Provide edu-communicational material
    - Provide basic inputs
    - Adapt protocols

OUTCOME 5 – DATA MANAGEMENT TO INFORM POLICIES AND PROGRAMS FOCUSING ON VAWG AND FEMICIDE

Theory of change:

If (1) mechanisms for measurement and methodologies for collecting data about VAWG including femicide are improved and strengthened

If (2) the capacity of national institutions responsible for gathering disaggregated data on VAWG and femicide based on global standards are strengthened and
If (3) disaggregated data (including data on age, ethnic group, geographical zone, socio-economic status, and disabilities whenever possible) are accessible and disseminated for use by decision-makers and civil society

Then (4) laws, policies and programs will be evidence-based and better able to respond to the specific context and realities of women and girls, including the most marginalized ones

Because (5) these initiatives quality, disaggregated, comparable data.

<table>
<thead>
<tr>
<th>OUTCOME 5: Quality data, disaggregated and comparable regarding different forms of violence against women and girls and harmful practices, compiled, analyzed, and used according to international standards to inform laws, policies, and programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 5.1: Key partners, including the technical players who are responsible for relevant statistics, service providers in the different ministries and under-secretariats of the State and women’s rights advocates, have strengthened their capacities to regularly gather data regarding VAWG including DV/VP, in line with international and regional standards</td>
</tr>
<tr>
<td>5.1.1 National output: Strengthened the first phase of building the National Register of Violence and the indicator of femicide</td>
</tr>
<tr>
<td>- Technical assistance for the first phase of implementing the RUV</td>
</tr>
<tr>
<td>- Building capacities of statistical technicians and personnel responsible for the register, to generate data</td>
</tr>
<tr>
<td>- Improving administrative records / instruments to standardize institutional files</td>
</tr>
<tr>
<td>- Map the geo-referenced records (instrumentalized)</td>
</tr>
<tr>
<td>- Have the computer program for this process</td>
</tr>
<tr>
<td>- Training guide: geo-referencing and consigning intersecting data (Baseline)</td>
</tr>
<tr>
<td>- Validate the training guide</td>
</tr>
<tr>
<td>- Workshops to improve skills and knowledge</td>
</tr>
<tr>
<td>- Exchange experiences</td>
</tr>
<tr>
<td>Technical assistance to develop the femicide indicator on the basis of consensus with Civil Society:</td>
</tr>
<tr>
<td>- Workshop strengthening of CSOs’ capacities on data collection and management</td>
</tr>
<tr>
<td>- Dialogue groups to exchange knowledge among key institutions</td>
</tr>
<tr>
<td>- Infographs to use in advocacy and training activities developed by CSOs</td>
</tr>
<tr>
<td>Assisting the first phase of constructing the RUV with GADs will:</td>
</tr>
<tr>
<td>- Design and implement a system of collecting information about cases of gender-based violence to complete the Register of Violence Against Women.</td>
</tr>
<tr>
<td>- Transfer capacities to GADs to implement protocols to detect, assess risk, inform, and refer women under the guidelines derived from the RUV</td>
</tr>
<tr>
<td>Output 5.2: Data on quality about the prevalence and/or incidence of VBG, including DV/VP, are analyzed, and made available to the public for monitoring and reporting on the MDG objective.</td>
</tr>
<tr>
<td>5.2.1 National output: Generated studies and strategic information forums on VAWG and femicide to inform decision-making</td>
</tr>
<tr>
<td>Analytical study of the findings from the VAWG 2019 Survey</td>
</tr>
<tr>
<td>- Quantitative analysis of findings</td>
</tr>
<tr>
<td>- Qualitative analysis</td>
</tr>
<tr>
<td>- Prepare 24 documents</td>
</tr>
<tr>
<td>- Design and layout</td>
</tr>
<tr>
<td>- Publish and distribute</td>
</tr>
<tr>
<td>5.2.2 National output: Mechanisms for quality data analysis and monitoring strengthened to inform public policy and contribute to strengthening the National System</td>
</tr>
</tbody>
</table>
Conduct specialty studies on socioeconomic and cultural contexts of femicides, to determine socioeconomic profiles for homicide perpetrators and victims, with an intersecting approach.

Technical assistance to strengthen the National Observatory for violence against women (Art. 16 of the Law on Violence):
- Conceptual and methodological framework
- Research defined in the Observatory
- Protocol for integrating with system institutions
- Validate the information
- Coordinate the RUVD

PILLAR 6 – WOMEN’S MOVEMENT AND OTHER CIVIL-SOCIETY ORGANIZATIONS, STRENGTHENED FOR ADVOCACY FOR THE ERADICATION OF VAWG AND FEMICIDE

Theory of change:

If (1) grassroots women are organized around specialized oversight mechanisms that reinforce monitoring of State action and contribute to empowering them to demand their rights,

If (2) the women's movement integrates with civil-society organizations such as community and neighbourhood groups to promote actions to prevent violence and create healthy spaces in their localities,

If (3) the leadership of women from grassroots organizations is strengthened on addressing violence against women, in society's most excluded sectors, whose indicators of violence are the highest, such as for indigenous and Afro-descendant women,

If (4) women's organizations and women who care for women who are victims of violence and dependents of victims of femicide build their capacities and conditions so they can assure their own self-care,

Then (4) this will build and expand the critical mass of the women's movement and their allies to confront violence through innovative joint actions in policy advocacy to elicit responses, and in direct action to generate spaces free of violence for women and girls,

Because (5) activism by women's rights organizations, autonomous societal movements and civil-society organizations is a crucial driver of progress in efforts against VAWG and femicide.

OUTCOME 6: Women’s rights groups, autonomous social movements and relevant CSOs, including those representing young people and groups facing multiple, intersecting forms of discrimination / marginalization, influence and advance more effectively in gender equality, women's empowerment, and eliminating VAWG

Output 6.1: Women’s rights groups and relevant CSOs have increased opportunities and support to share knowledge, establish contacts, associate, and advocate jointly for gender equality, women's empowerment, and eliminating VAWG, including DV/VP, sub nationally and nationally

6.1.1 National output: Networks of women’s and Civil-society organizations, especially neighborhood and community ones, at their different levels of intervention to prevent and eradicate femicide and other forms of VAWG, mobilize for a life free of violence.

Help prepare an integrated agenda of women’s networks with Civil-Society Organizations that advocate for human rights:
- Involve women’s organizations from 3 selected localities
- Train on intersecting and strategies for shared agendas
- Define partner organizations (neighborhood/community organizations not specializing in women’s rights)
- Bilateral advocacy meetings with CSOs to incorporate the VAWG and femicide approach on their agendas
- Dialogue workshops with selected organizations not specializing but involved
- Train and sensitize partner CSOs
- Determine joint issues
- Develop joint agenda and advocacy strategy

<table>
<thead>
<tr>
<th>Output 6.2: Organizations of women and CS strengthened to use accountability mechanisms as part of actions for advocacy and influence for VAWG prevention and response, including DV and VP, and more broadly gender equity and women’s empowerment.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.2.1 National output:</strong> Committees of users(^{99}) in the implementation of the General Law to Prevent and Eradicate Violence against Women (LOIPEVCM) have capacities for oversight and recording progress in four services to deal with VAWG pursuant to Law.</td>
</tr>
<tr>
<td>Technical assistance and advice to form 10 users’ committees, which will include diverse women from the different territories:</td>
</tr>
<tr>
<td>- Prepare the instrument for analysis in health, justice, and rights protection boards</td>
</tr>
<tr>
<td>- Train women</td>
</tr>
<tr>
<td>- Prepare and provide reports as feedback to authorities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 6.3: Women’s and CS organizations, including groups facing intersecting forms of discrimination and marginalization have built their capacities to implement and monitor their own programs to eradicate VAWG including DV and VP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.3.1 National output:</strong> Leadership training schools for indigenous and Afro-descendant women, strengthened with conceptual and methodological knowledge to prevent and eradicate femicide and VAWG previous organizing experiences and women’s priorities.</td>
</tr>
<tr>
<td>Develop and apply material about addressing VAWG to prevent femicide:</td>
</tr>
<tr>
<td>- Integrate training proposal for indigenous and Afro-descendant women’s leadership schools based on previous experiences accomplished by leadership’s school and on women’s priorities</td>
</tr>
<tr>
<td>- Apply the entry profile</td>
</tr>
<tr>
<td>- Implement the module/subject</td>
</tr>
<tr>
<td>- Apply the exit profile</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>6.3.2 National output:</strong> Societal organizations with stronger capacity for public and political positioning from the strategy to prevent and eradicate VAWG and femicide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build capacities of women’s organizations in public / political advocacy, media training to prevent VAWG and femicide.</td>
</tr>
<tr>
<td>Build capacities of women’s organizations in strategic litigation to address VAWG and femicide.</td>
</tr>
<tr>
<td>Capacity-building of women’s organizations on self-care and crisis response (COVID-19 or others)</td>
</tr>
</tbody>
</table>

**Alignment with SDGs and National Development Frameworks**

The Ecuadorian Government, the European Union (UE) and the United Nations System are committed to pursue the nation’s development goals and to link them with Agenda 2030; so, they work harmoniously to achieve significant progress under this integrated framework.

In this context, the Spotlight Initiative is an opportunity to pave the way towards the Sustainable Development Goals, in connection with the 17 SDGs, and to promote their joint application, according to the partnership model. In Ecuador, the Initiative will contribute in particular to achieving the following Goals: SDG 5 (Gender equality), SDG 11 (Sustainable cities and communities) and SDG 16 (Justice and strong institutions). The Initiative will also pursue inter-sectoral planning. The Spotlight Initiative owns and promotes the principles associated with the SDGs: the human rights-based approach, the universal nature of those rights, and the commitment to “leave no one behind”.

The Spotlight Initiative will contribute, along with other projects under way, to the United Nations Sustainable Development Cooperation Framework 2019-2022 (UNSDCF). It will contribute specifically to Direct Outcome 1, on *access to quality services and social protection and improved resilience, promoting gender equality and reducing violence*, linked to SDG 5 and to Direct Outcome 4, *institutions strengthened and coordinated to favour public action and citizen participation to protect rights, consolidate a democratic society, of peace and equality*, linked to SDGs 11 and 16.

\(^{99}\) Users’ committee are groups of citizens created under the norms of the LOIPEVCM Law.
Both the SDGs and the Outcomes of the Cooperation Framework are aligned with Ecuador’s National Development Plan, particularly with the following goals: Goal 1 (Guarantee a decent life of dignity with equal opportunities for all persons); Goal 2 (Affirm inter-cultural understanding and pluri-nationality, revaluing diverse identities); Goal 7 (Incentivize a participatory society, with the State close by service to the citizens); Goal 8 (Promote transparency and co-responsibility new social ethics) and Goal 9 (Guarantee sovereignty and peace, and strategically position the country in the region and the world).

In the framework of the above agreements and goals, UN Agencies in Ecuador as well as the EU, are pursuing a series of projects and initiatives for gender equality and to prevent and eradicate violence against women and girls and coordinate their interventions in the mentioned Inter-agency Gender and Human Rights Group (GTI-GDH) involving 10 Agencies of the System\(^\text{100}\). The Spotlight Initiative will join the efforts under way, becoming an opportunity for catalytic coordination for actions specifically focused on combatting VAWG.

**Governance Arrangements in Ecuador**

The Spotlight Initiative in Ecuador will involve political and technical coordination. The multi-stakeholder Steering Committee will be co-chaired by the Resident Coordinator of the United Nations in Ecuador (representing both institutions promoting this Initiative, the UN System and the EU), with the Human Rights Secretariat, as the government entity responsible for implementing the Integrated General Law to Prevent and Eradicate Violence against Women (LOIPEVCM).

A Technical Committee (TC) will also be established for technical strategic advisory assistance as a quick-moving mechanism for decision-making process about key issues that are relevant for the overall technical consistence of the Program, from the point of view of its impact, sustainability and adequate management.

**National Civil-Society Reference Group (GNRSC):** This mechanism is designed to incorporate the participation and experience of civil-society organizations into the Spotlight Initiative. This happens mainly through their advisory assistance given in relation to the country Program.

\(^{100}\) UNICEF, UNESCO, UNFPA, UNHRC, WFP, IOM, UN Women, UNHCR, FAO and WHO/PAHO (and the Office of the Resident Coordinator).
# National Steering Committee

Government of Ecuador  
(SDH, MREMH, CNIG)  
- UN System Resident Coordinator  
- European Union Delegation Head of Mission  
Civil-Society Representatives  
Representatives of Implementing Agencies (RUNOs)

# National Reference Group of Civil-Society Organizations

(exerts in gender, VAWG and femicide for technical and programmatic assistance)

# Technical Committee

- UN Women  
- UNFPA  
- UNDP  
- Spotlight Coordinator  
- Coordination Officer  
- EU Official

## Recipient UN Organizations (RUNOs):

UN Women, UNDP, UNFPA

## Programme Partner(s):


Regional inter-governmental bodies, civil society organisations and networks.

## Programme Region:

**Latin American Region with a strong focus in Central America and Mexico.** The programme will combine initiatives and partnerships at regional level with activities focused in Central America and Mexico due to the strategic role of regional and sub-regional bodies in agenda setting and the relevance of the programme’s achievements to the whole region.
Programme Lines of action:
Using a comprehensive and intersectional approach, the Latin American Regional programme will work to prevent, respond and eliminate VAWG and femicide at regional and sub-regional levels, building on regional platforms, entities and processes and convening a critical mass of traditional and non-traditional actors to lead positive change. Due to the regional nature of the work, the Regional Programme will focus on 3 out of the 6 pillars included in the Latin American Regional Investment Plan for the Spotlight Initiative: Pillars 1, 3 and 5.

Estimated No. of Beneficiaries

<table>
<thead>
<tr>
<th>Indicative numbers</th>
<th>Direct</th>
<th>Indirect (millions of people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>544,848</td>
<td>176.1</td>
</tr>
<tr>
<td>Girls</td>
<td>14,919</td>
<td>59.1</td>
</tr>
<tr>
<td>Men</td>
<td>362,573</td>
<td>44.8</td>
</tr>
<tr>
<td>Boys</td>
<td>9,638</td>
<td>16.4</td>
</tr>
<tr>
<td>TOTAL</td>
<td>907,421</td>
<td>220.8</td>
</tr>
</tbody>
</table>

LATIN AMERICA Regional Programme

INDICATIVE INVESTMENT DISTRIBUTION

<table>
<thead>
<tr>
<th>INVESTMENT by PILLAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNFPA 30%</td>
</tr>
<tr>
<td>UN Women 39%</td>
</tr>
<tr>
<td>UNDP 31%</td>
</tr>
</tbody>
</table>

| OUTCOME 1 42% |
| OUTCOME 3 25% |
| OUTCOME 5 33% |

RATIO of PROGRAMME OUTCOME COSTS vs PROGRAMME MANAGEMENT COSTS

Phase I:
Total EU contribution: USD 3,500,000
Total UN Agency Contributions: USD 718,686

Phase II:
Estimated EU contribution: USD 1,500,000 (To be approved)
PROGRAMME STRATEGY AND THEORY OF CHANGE

To prevent, respond to and eliminate all forms of violence against women and girls, including femicide, a range of intervention models, under a comprehensive approach to femicide, should be put in place. To ensure impact and to provide focus, the Regional Programme will promote and adapt normative and policy frameworks to international standards and will work to ensure that institutions have the commitment, knowledge and capacities to legislate, plan, implement and monitor policies to address VAWG and femicide.

The Regional Programme will also support the capacities and knowledge required to design comprehensive, intercultural, intergenerational prevention programmes that are based on evidence and directed towards changing behaviours, attitudes and social norms, gender roles and stereotypes and address secondary prevention.

In addition, the programme will promote collaboration for the production, collection, analysis and use of comparable, quality data and will increase knowledge on the phenomenon of femicide in under-researched areas, in an effort to support the design of public policies and interventions.

Throughout its activities, the programme will also work in partnership with women's and feminist organizations to empower and protect women and girls, influence legislation, demand compliance with legal mandates, design and monitor policies, demand the right of organizations to exercise their right to association and to defend rights and ensure accountability as a cross cutting strategy. A comprehensive and multisectoral approach along with an understanding of how different segments of women, in particular groups facing multiple forms of discrimination, and a guarantee of adequate and relevant initiatives will also be a cross-cutting strategy.

ToC statement:

(1) If regional and sub-regional bodies and institutions are strengthened to exercise their role in generating political will, convening, monitoring and promoting the highest standards in the prevention, sanctioning and response to VAW and femicide; (2) If there is an increase in regional capacities to create changes in social norms, attitudes and behaviours favourable to gender equality and the respect of women's rights, through dissemination of instruments, tools and models; (3) If regionally comparable, disaggregated, quality data on VAWG and femicide is generated and used and the analysis of poorly understood dimensions of femicide is expanded; and (4) If autonomous and strong civil society organizations actively participate in the empowerment of women and in influencing decision-making on VAWG and femicide as well as influence and monitor

and demand accountability to the public actions of governments in the region; (5) Then we will make meaningful progress in the region to guarantee that all women and girls, specifically the ones in situations of greater vulnerability facing multiple forms of exclusion and discrimination, live a life free of violence and
femicide; (6) Because the regulatory, programmatic, institutional, social and cultural regional environment will be strengthened in a coordinated and holistic manner, leading to effective sanctioning, prevention and response to VAWG, including femicide and other forms of discrimination, through laws, plans, programmes, projects, strategies of communication for change, the empowerment of women and girls and the transformation of social behaviours.

**Pillar 1: Legislation and policies**

**ToC Pillar 1**

(1) If countries of the region adopt the Model Law on Femicide; use the protocol for the investigation of femicide to adopt standards of criminal procedural law for the investigation of femicide and the legal frameworks effectively address secondary prevention measures for victims/survivors; (2) If the legal and regulatory frameworks are informed and integrate dimensions of how organized crime, the disappearance of people and violence against migrant women link to femicide; and (3) If networks that work on femicide present emblematic cases for litigation to regional and international bodies, offer free legal counselling and support for the women that have been victims/survivors and women human rights defenders, journalists, and other groups have an safe environment to work; (4) If governments, academia, civil society and agencies have the knowledge to improve the response to violence against women and prevent femicide, including violence against groups facing multiple forms of exclusion and discrimination; (5) Then countries in the region will have an appropriate legal and regulatory environment to respond to VAWG, including femicide and other forms of discrimination, and implement and design policies to address VAWG and femicide, (6) Because there are legal and policy frameworks aligned to international human rights standards on all forms of violence against women and girls and femicide that take into account the context in which violence is manifested and the needs of the entire population without leaving anyone behind, and women's organizations will be supported in their agency and advocacy.

**Output 1.1 Regional and national partners have strengthened their knowledge and capacities to assess the gaps and draft new and/or strengthen existing legislation and policies on femicide, with an intergenerational, inter-ethnic and intersectoral approach, starting from the adaptation of the Inter-American Model Law on Femicide to prevent, punish and eradicate the violent deaths of women (Femicide – Feminicide) and the adoption of criminal procedural law in the regulations of the Latin American Model Protocol for the investigation of femicide.**

**Activity 1.1.1** Analysis and advocacy to promote the adoption and improvement of the legal frameworks by the use of the Model Law on femicide, criminal procedural law standards based on the Latin American Model Protocol for the investigation of gender-related killings of women (femicide/feminicide) (expand on footnote) and regulatory adjustments to promote reforms to civil and family legislation to ensure the protection of women survivors.

**Activity 1.1.2** Strengthen regional and sub-regional networks that work on femicide and improve their capacities around the legal and strategic litigation to present cases with emblematic potential to the pertinent regional and international bodies (Inter-American Court of Human Rights); and develop alliances with organizations to promote free legal counseling and support for the women that have been victims/survivors.

**Activity 1.1.3** Develop regional recommendations and guidelines to reform relevant legal frameworks addressing (a) disappearances of people and their likely relationship with cases of femicide, (b) the needed changes in the legal approach to organized crime and its link with gender-based violence, sexual violence and femicide (trafficking in persons, forced migration, trafficking in drugs and weapons) and c) migration and violence against women relationship with cases of femicide, to improve the regulation, research and registration and disappearances and related cases of femicide, in partnership with experts and civil society.
Output 1.2 National and/or sub-national partners\textsuperscript{101} are better able to develop evidence-based national and/or sub-national action plans on VAWG including femicide in line with international human rights standards with M&E frameworks, increase financing and allocate appropriate budgets for their implementation, including for those groups facing multiple and intersecting forms of discrimination.

Activity 1.2.1 Develop a regional learning community among governments, academia, civil society and agencies, to improve the response to violence against women and prevent femicide, based on evidence and a technical exchange of approaches and practices between countries

Pillar 3: Changes in gender equality social norms, attitudes and behaviours.

\begin{center}
\textbf{ToC Pillar 3}
\end{center}

(1) If women’s organizations and civil society’s role in the fight against violence against women and femicide is supported; (2) If there are models based on evidence for primary prevention with an intercultural and intergenerational approach; (3) If there is a regional strategy to promote comprehensive sexual education based on international standards; (4) If regional activism, advocacy and partnership is strengthened, by civil society (women, youth, indigenous and Afro-descendent networks), private sector and the media to advocate, promote and develop long-term prevention strategies against VAWG; (4) Then formal and informal decision makers of the region will have the knowledge and tools to strengthen prevention policies, programmes and strategies to change social norms, attitudes and behaviours, to prevent VAWG and femicide; (6) Because prevention based on evidence, research and international standards carried out with a critical mass of diverse stakeholders, including non-traditional ones, have an increased probability of changing social norms, attitudes and practices.

Output 3.2 Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues and public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls’ sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities.

Activity 3.2.1 Strengthen women’s organizations and civil society visibility and highlight their role in fighting violence against women and femicide

Output 3.3 Decision makers in relevant institutions\textsuperscript{102} and key informal decision makers\textsuperscript{103} are better able to advocate for implementation of legislation and policies on ending VAWG including femicide and for gender-equitable norms, attitudes and behaviours and women and girls’ rights

Activity 3.3.1 Develop and implement a regional advocacy strategy for the implementation of international standards on the prevention of gender-based violence and Comprehensive Sexual Education (CSE)

Activity 3.3.2 Articulate and sensitize networks of traditional and non-traditional media actors (including journalists and publicists) and regional networks to improve the approach and strategies on VAWG and femicide

3.3.3 Build and sensitize networks of the private sector to improve the approach and strategies on VAWG and femicide.

\textsuperscript{101} Key government/national decision makers (heads of state, finance ministers, ministries of justice and police, security ministers and relevant planning institutions) including women’s rights advocates

\textsuperscript{102} Including the media, sports, workplaces, etc.

\textsuperscript{103} Will differ from region to region and includes decision makers from informal institutions, e.g. traditional, religious and community leaders
Activity 3.3.4 Conduct evidence-based dialogue to advocate for holistic and sustained strategies and models to transform social norms and practices for the prevention of gender-based violence.

Pillar 5: Quality and comparable data

**ToC Pillar 5**

(1) If there are regional assessments on the quality and coverage data on femicide and a comparable indicator in the region; (2) If there are methodologies and tools to improve and strengthen the generation, development and use of data on femicide\(^{104}\) (disaggregated, accessible and disseminated for use by decision makers and civil society); (3) If a regional comprehensive training of statistical producers, in the development, management, classification and use of data on femicide is set in place; (4) If there is increase knowledge of the relationship between femicide and other factors or variables, such as disappearances, in marginalized or vulnerable groups and in emerging and complex contexts and other understudied links, including sexual violence, in addition to knowledge products such as a georeferenced regional map\(^{105}\) on femicide to visualize the situation in the region; (6) If civil society participates in guiding the generation, development and use of data; (7) Then laws, policies and programmes will be based on evidence and will be better suited to respond to the specific context and realities of women and girls, including the most marginalized; (8) Because they will be based on quality disaggregated data and the evidence will be globally comparable.

**Output 5.1:** Key partners, including relevant statistical offices, service providers in the different branches of government\(^{106}\) and women’s rights advocates have strengthened capacities to regularly collect data related to VAWG including femicide in line with international and regional standards to inform laws, policies and programmes.

Activity 5.1.1. Promote the use of a unique regional methodology that capture data on femicide/feminicide from different sectors including by the harmonization and analysis of administrative records.

**OUTPUT 5.2** Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making.

Activity 5.2.1 Increased knowledge on the relationship between femicide and other factors or variables such as disappearances, vulnerable groups living in extreme remote locations or with extreme violence and organized crime; and against women and situations of poverty and social exclusion, data on VAWG and other understudied links.

Activity 5.2.2. Prepare the publication of a regional map of femicide violence in Latin America, including a set of relevant indicators to understand the phenomenon and highlight the differences in rates of femicide within territories and the different types of femicide to highlight these differences for policy making and services.

**ALIGNMENT WITH SDG TARGETS AND INDICATORS**
The Latin America Spotlight Initiative will support regional advancement towards achieving the Sustainable Development Goals – in particular SDG 5, but also SDGs 3 (with respect to sexual and

\(^{104}\) Including the requirements of monitoring and reporting for SDG 5.2 target indicators

\(^{105}\) In this case, a georeferenced map refers to a study, research and analysis that exposes geographic locations where disaggregated data on violence against women and femicide has been cross-referenced to show evidence on where and how femicide if manifested the region.

\(^{106}\) Statistics offices, justice, security and health sector
reproductive healthcare), 10, 16 (rule of law and accountable institutions), and 17 (strengthening strategic partnerships) – prioritizing the principle of “leave no one behind” and addressing various and intersecting forms of discrimination, vulnerability and exclusion.

The Latin America regional program will support accountability for results through a human rights-based approach, capacitating both rights holders and duty bearers to ensure meaningful participation, civic engagement, and supporting the role of communities and civil society organizations in shaping public discussion and government social accountability for rights and services.

Spotlight will ensure that all actor at regional level are well positioned to play a catalytic role in involving local actors and enhancing local action addressing femicide and realisation of women and girls’ right. In addition, Spotlight is expanding opportunities for regional civil society, national human rights institutions and community networks to engage decision makers, including to build consensus on femicide.

The Latin America Spotlight regional programme is grounded on the core rallying principle of the 2030 Agenda for Sustainable Development – leaving no one behind and reaching the furthest behind first. During the first phase of the initiative, and in alignment with commitment to the SDGs, effort will be made to identify the groups furthest behind on key targets and to support a regional response to the needs of groups facing intersecting forms of discrimination.

GOVERNANCE ARRANGEMENTS

Regional Steering Committee of the Spotlight Initiative

The main objective of the Regional Steering Committee of the Regional Programme is to guide the implementation of the Spotlight Regional Programme. Its membership will reflect the principles of inclusion and transparency and will support accountability, consensual decision making, participation in regional initiatives, advocacy and ownership. It will meet twice a year. It will be co-chaired by UN Women and a representative of the European Union, according to the guidelines of the Spotlight Secretariat. The Regional Steering Committee of the Regional Programme will be formed by the following members:

- Representatives of UNDP, UN Women (co-chair) and UNFPA as the organizations that receive and implement funds.
- One European Union representative (co-chair) from the EU Delegation in Nicaragua
- One representative from the partner agencies (rotating annually)
- Two civil society representatives (or more representing 20% of the total membership of the Regional Steering Committee) selected from and nominated by the Spotlight Civil Society Regional Reference Group with a solid track record on EVAWG

Other interested parties will be invited to participate in the Committee's planning, deliberation and oversight functions. This includes representatives of academic/research institutions, local communities and/or the private sector and a representative of the Inter-American Commission of Women or the Follow-up Mechanism of the Convention of Belem do Para of the Organization of American States.

The Committee will have the following functions according to the guidelines of the Spotlight secretariat:

- Ensure adequate communication and coordination of the Spotlight initiative at the regional level
- Approve the annual work plans and budgets of the programme and monitor the implementation and progress towards the achievement of the results, agree adjustments to the implementation, if necessary
- Review risk management strategies annually and provide recommendations to mitigate risks proactively.
- Support the management of relationships with stakeholders at the regional level.
- Liaise with the Spotlight Steering Committees at the national level to ensure complementarity of programmes and actions.
Regional Reference Group of Civil Society (GRRSC), Spotlight Initiative

According to the guidelines established by the Initiative at the global level, a Regional Reference Group of Civil Society (GRRSC) has been formed after a broad call in the region. The group is multidisciplinary with representation from Latin American countries and sub-regions. It is composed of 10 members representing the movements of women and groups living with multiple forms of discrimination. Its members include indigenous women and Afro-descendant women, women living with HIV and a member representing a regional / global network of men working for gender equality.

The main objective of the GRRSC is to advise on the design and implementation of the Spotlight Regional Programme and to support, as advocates and partners, the fulfilment of the objectives of the Regional Programme. The GRRSC will meet twice a year (it can be virtual) prior to the Regional Steering Committee Meetings. Two GRRSC representatives are nominated by the Group to participate in the Regional Steering Committee. Its participation is annual, it can be renewed up to a maximum period of two years. To avoid conflicts of interest, if the organization of a member of the Committee is selected as an implementing partner of the regional project, this person will not participate in discussions and voting in the GRRSC or the Regional Steering Committee specifically about their organization.

The Committee will have these main functions:

- Provide inputs and recommendations on key issues related to VAWG in Latin America, as well as on the strategic direction of the Spotlight Initiative and issues related to public policy at the regional level.
- Act as partners in advocacy and communication activities, including the dissemination of the Spotlight Initiative messages to the public, especially social movements, including those of marginalised groups, youth and the media.
- Provide advice on ongoing interventions, possibilities to scale them and address the challenges that may arise.
- Provide advice on funding priorities at regional levels and on-going interventions and recommendations for up-scaling achievements and addressing challenges.
- Serve as an interactive space and an open forum for dialogue / learning between the Spotlight Initiative and women's rights organizations working in VAWG, including the elimination of femicide.
- Provide other relevant information, analysis and lessons learned that can feed the future programming and advocacy efforts of the Spotlight Initiative.
- Support the monitoring efforts of the Spotlight Multilateral Regional Steering Committee and advise on the implementation of the programme, as well as provide feedback to the Multilateral Committee, when relevant.

Technical group for the coordination and implementation of the programme

The Technical Coordination Group will be integrated by the project coordinator plus the technical personnel responsible for the implementation of the activities of the three implementing agencies (UN Women, UNDP and UNFPA). The EU Delegation in Nicaragua will be systematically invited to these meetings. The Technical Coordination Group will play a central role in implementing the programme's activities and coherence and integration (between activities and outcomes), the substantive monitoring of the programme and the contents to be included in the preparation of products and activities, reports for donors, the Regional Steering Committee and the Regional Reference Group of Civil Society. The project coordinator, who will be hired by UN Women as the lead agency, will be in charge of coordinating this group. This group is the executing arm and implementer of the programme and will guide the conduct of the project, making the day-to-day management decisions to ensure that the comparative advantages and technical expertise of each agency, partner agencies and other counterparts are reflected.

The Inter-Agency Coordination Group will unite the RUNO agencies and the associated partner agencies in a space of coordination and communication on the implementation of the programme. This group will be formed by UNDP, UNW, UNFPA, ECLAC, OHCHR, PAHO and UNICEF. This technical group will be vital for the work in each of the pillars. Joint work plans, coordination activities and dissemination of joint initiatives will be discussed including strategic review of the initiative; thematic
advice; joint analysis of the situation, challenges and opportunities explored to enhance synergies between ongoing initiatives; etc. The coordinator of the project will be in charge of the coordination of this group.

**Lead agency, UN Women:** UN Women will be in charge of the technical coordination of the Regional Programme, including the coordination of the annual joint work plan, consolidation of annual reports and execution of the monitoring and intermediate and final evaluations. For this purpose, a team is proposed to support the coordination work consisting of: 1) a Programme Coordinator; 2) a Communications and Monitoring Officer (NUNV); and 3) a Programme Assistant). This team will work under the direction of the lead agency (UN Women) with inputs from the project technical team. The project team will establish the conditions and elaborate the work plans, ensuring that they are coherent and comprehensive. Together with the Technical Coordination Group, it will ensure the implementation of the programme and its contribution to the 2030 Agenda.

**Recipient United Nations Organizations (RUNOs):** will be mainly responsible for the programmatic and financial implementation of the programme in each of its components and its results frameworks, to guide the Spotlight team and jointly make day-to-day management decisions of the project. RUNOs will be responsible for facilitating the coordination with the other agencies of the outcomes and will form the Technical Coordination Group described above. Each RUNO will provide technical personnel for the implementation and support of the programme. (For more details see the contributions of each agency in the budget.) They will also contribute with technical knowledge and in the implementation of the results framework of each outcome and will work closely with the programme coordinator, the communications and monitoring officer (NUNV) and other RUNO Agencies and Partner Agencies. The RUNOs will work closely with partner agencies and will sign a memorandum of understanding and establish joint work plans to delineate the responsibilities and contributions of each agency. There will be no transfer of resources between agencies.

**Partner agencies:** Partner agencies will play a key role in Spotlight's implementation. They will work on implementing activities and supporting broader actions in the pillars to achieve the expected results. The partner agencies will offer specialized technical knowledge, support the promotion of objectives and results and provide contributions in accordance with their mandate, therefore providing a comparative and substantive advantage to advance in the achievement of results.

The partner agencies will be part of the technical decision making and consultation processes in the areas of involvement. The partner agencies will contribute to the development of the annual work plan and the reporting of the results under their responsibility. The RUNO will be financially responsible for the implementation of the joint activities, but the RUNO and the partner agencies (PA) will jointly commit to the implementation of activities and will be given a technical co-leadership to guarantee the equality of association and its visibility. The RUNO and PA will sign an MOU to agree on cooperation and short plans will be developed between RUNO and PA to define the functions and responsibilities of each agency.
Spotlight Initiative: Governance Structure

Reference Group – Civil Society

Lead Agency (UNW)

Coordination and Implementation Technical Group (UNW, UNFPA, UNDP)

Spotlight Project Team
- Project coordinator
- Communications and monitoring specialist
- Project assistant

Steering Committee

Interagency Coordination Group (OHCHR, PAHO, UNDP, UNFPA, UNICEF, UNW)

Organizational accountability line

Technical work and coordination line
Latin America CSO Envelope

As part of its comprehensive programming approach in Latin America, the Spotlight Initiative will partner with the UN Trust Fund to End Violence Against Women (UNTF) to deliver results on women’s movement building. The UNTF is the only global grant-making mechanism specialized in ending violence against women with over 20 years of expertise and experience in grant giving to civil society organizations (CSOs). Since 1996, the UNTF has supported almost 500 initiatives in 139 countries and territories, with grants totalling over US$139 million.

Evidence about what makes programmes effective in ending violence against women has shown that the specialized expertise of women’s rights and women-led organizations is one of the leading factors in securing a positive change. At the same time, one of the consequences of the historically low level of funding allocated to initiatives to end and address violence against women has been the relative underdevelopment of the administrative and governance capacities of organizations, particularly smaller organizations, working on these issues. In recognition of this, in 2017 the UNTF prioritized its grant giving as well as financial and operational capacity building for small organizations, with a particular focus on women-led organizations. This was also the rationale for the addition of Pillar VI on building women’s movements to the Spotlight Initiative’s Theory of Change.

The UNTF will, therefore, focus its funding outreach on organizations working for and with women and girls from marginalized and underserved communities and groups who face particular challenges due to discrimination, poverty and isolation in rural or remote settings. Among those directly served by current UNTF grants, for example, are women and girls with disabilities, lesbian, bisexual and transgender women, indigenous women, rural, migrant, refugee and internally displaced women.

Through its special funding windows as well as through its close connections with civil society, women’s networks and women’s funds, which allows the UNTF to distribute its Call for Proposals very widely, the UNTF reaches those groups that are often excluded from funding opportunities.

Through its demand-driven, competitive approach deploying targeted investments amounting to EUR 4.8 million under Pillar VI of the Spotlight Initiative’s Theory of Change, the UNTF will uniquely support civil society’s contribution to the fight to end violence against women, while recognizing the specific expertise embedded in decades of activism by the women’s movement, aimed at ending violence against women across all the other Pillars.

Spotlight colleagues in Argentina, El Salvador, Guatemala, Honduras and Mexico will work with the UNTF colleagues and civil society to ensure that the selected UNTF-funded programmes do not duplicate the work being undertaken by the Spotlight Country Programmes, but rather complement them. Together, these two approaches will aim for Spotlight to achieve transformative change for women and girls who are vulnerable to and have suffered violence in these countries.