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Spotlight
Initiative
To eliminate violence
against women and girls

Spotlight Mid-term Assessment Report using ROM review

Type of ROM review **Projects and Programmes**
Project title *Spotlight Initiative to Eliminate Violence Against Women and Girls, including SGBV and harmful practices, in Uganda.*
Project reference: *00111644*
EU Delegation in charge: *EUD Uganda*

Key information				
Domain (instrument)	Region			
DAC Sector	Human and Social Development: « Gender Equality »			
Zone Benefitting from the Action	Uganda			
Type of Project/Programme	Geographic			
Geographic Implementation	Single-Country Country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	22,845,204 USD			
Project Implementation Dates	**Start Date**	01/01/2019	**End Date**	31/Dec/2022
ROM expert(s) name(s)	Kwagala Primah			
Field phase	**Start Date**	15/02/2021	**End Date**	1/03/2021

Scoring overview: **green (good)** **orange (problems)** **red (serious deficiencies)**
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Relevance	1 🟢	2 🟢	3 🟢	4 🟢	5 🟢	6 🟢
Efficiency	7 🟢	8 🟢	9 🟢	10 🟢	11 🟢	
Effectiveness	12 🟢	13 🟢	14 🟢			
Sustainability	15 🟢					

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	2	0
Partner Country Government	9	5
UN Agencies	15	20
CSO National Reference Group	1	5[1]
Implementing partners	6	16
Final Beneficiaries	5 (FGD)	0
Other (RCO & Spotlight Team)	4	5

Key documents	Number
Essential documents	13
Other documents	7

[1] Five of the CSO IPs who participated to the survey are part of the CSNRG

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A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

Purpose and objectives of the Mid-term Assessment (MTA):

The purpose of the MTA is to assess the programme at country level as soon as it reaches the end of phase one Phase, to take stock of where the Spotlight Initiative is vis-à-vis its initial programme and to assess the new ways of working for achieving the Sustainable Development Goals (SDGs). The specific objectives were to assess the relevance, efficiency, effectiveness, and sustainability of the programme, based on the agreed MTA questions, and to formulate relevant recommendations to improve subsequent project implementation.

As per the Terms of Reference, the MTA uses the EU Results Oriented Monitoring (ROM) methodology as an approach to ensure that the results are comparable (across countries) and easy to interpret. However, the questions to be answered for the MTA are different from standard ROM methodology questions and were agreed in advance by the EU and the Spotlight Secretariat. The 15 MTA questions are grouped by Relevance, Efficiency, Effectiveness and Sustainability, which form the main headings of the report.

The ROM methodology uses the following criteria for grading the questions:

Table 1.   Grading reference table for criteria and monitoring questions

Qualitative	Grading reference table for criteria and monitoring questions
Good/very good	The situation is considered satisfactory, but there may be room for improvement. Recommendations are useful, but not vital to the project or programme.
Problems identified and small improvements needed	There are issues which need to be addressed, otherwise the global performance of the project or programme may be negatively affected. Necessary improvements do not however require a major revision of the intervention logic and implementation arrangements.
Serious problems identified and major adjustments needed	There are deficiencies which are so serious that, if not addressed, they may lead to failure of the project or programme. Major adjustments and revision of the intervention logic and/or implementation arrangements are necessary.

Limitations and measures taken:

- The MTA Uganda had to be postponed due to the elections in January 2021. In light of available time, an in-depth assessment was conducted in three districts. This meant that less than half of the districts where the Spotlight Initiative (Spotlight Initiative) is operating in Uganda were covered by the MTA. The other four districts were analysed based on documentation review and inputs from the online survey. Although the time allocated for the MTA was limited, a large number of people were interviewed (37), which is far more than the minimum number required (25).

- The MTA process had to consider communication/language issues with beneficiaries in the three districts visited.   The consultant engaged translation support for 'Rukonzo' in Kasese, Somali for urban refugees in Kampala and 'Acholi' in Kitgum, though in some instances, communication remained quite challenging, with potential impact on related analysis and findings. The Somali refugees (FGD) could barely express themselves in English and the interpreter seemed to be translating what he thought could be the problem as opposed to what the refugee women

seemed to be expressing. The impact on the analysis was very minimal as UNHCR availed reports on challenges and milestones covered amidst refugee communities being reached by the Spotlight Initiative.

- Given the COVID-19 pandemic, most of the interviews were conducted online or through telephone/social media communications. Stable internet/telephone connection across districts was a challenge for the Civil Society Implementing partner members. A few interviews had to be rescheduled numerous times, due to outages and interrupted access to the technology for some Key Informants Interviews (KII). In some instances, the breadth and depth of interview feedback suffered due to these circumstances, but the online survey offered an alternative for KIIs who were not able to succeed with the interviews.

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B. RELEVANCE

1.Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?	☒ Very Good – Good ☐ Problems ☐ Serious deficiencies

The actions of the Spotlight Programme in Uganda as described in the Uganda Spotlight Initiative (Spotlight Initiative) Country Programme Document (CPD) are aligned to the Spotlight Initiative principles as listed in the Spotlight Initiative ToRs.

According to the online survey results, between 78% and 98% of respondents answered either somewhat or strongly agree that the programme in Uganda is aligned with the Spotlight Initiative principles. There was strong alignment (more than 95% of respondents in agreement) with the principles of "interventions being gender responsive" and "gender transformative", "actions build on existing multi-actor programmes", "promote a human rights-based approach and are consistent with the principle of 'leaving no one behind' (LNOB)", "prioritise confidentiality, safety, respect, and non-discrimination", "are implemented under a comprehensive approach to tackle violence against women and girls at multiple levels", "seek to empower women and girls and strengthen their capacities to claim their rights" and "follow the principle of 'do no harm'". Survey respondents were less in agreement (78%) with the statement on whether the programme is "strengthening, supporting, protecting and engaging the women's movement, as well as autonomous women's organisations", mostly because respondents are still undecided. See annex 3 for more details.

The CPD is evidence based and correctly made note of national statistics that up to 49% of women and 41% of men in the Uganda population, believe that violence against women and girls is justified for some reason and 56% of the women have experienced spousal violence and 22% sexual violence.[2] The culture and social norms in the country catalyse violence against women and girls (VAWG) and therefore interventions to avert this catastrophe are considered timely, relevant and necessary by all KIIs interviewed.

The document review indicated that the Spotlight Initiative Uganda is aligned to the National Development Plan III [3] and in some cases the Spotlight Initiative is providing co-funding for interventions at the national level such as the work with police, the Office of the Director of Public Prosecutions, policy and advocacy for laws as well as the safer cities and universities project. The CPD illustrates that there is a linkage of the Spotlight Initiative outcomes with existing and forthcoming programmes, including donor funding from the World Bank, Netherlands, Denmark, Sweden, Irish Aid, KOICA, USAID. Under the Joint Programme on GBV, funded by Sweden and the SRHR programme funded by DANIDA, both implemented by UNFPA and UN Women, have similar activities as the ones under the Spotlight Initiative programme but are implemented in other districts. The Spotlight Initiative team is piloting innovations and scale-up of evidence-based models from the above-mentioned programmes, to wholesomely address VAWG. Spotlight Initiative has initiated interventions to combat harmful practices, strengthened sexuality education and is promoting sexual reproductive health rights (SRHR) and services in the context of a post-conflict environment. To achieve this, the Spotlight Initiative team is working through six pillars including addressing policies and legislation (Pillar 1); strengthening institutions to plan and budget for gender

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[2] Uganda Demographic and Health Survey (2016).

[3] http://www.npa.go.ug/wp-content/uploads/2020/08/NDPIII-Finale_Compressed.pdf

equality concerns (Pillar 2); addressing gender norms and harmful cultural practices (Pillar 3); providing GBV specific services to refugees, victims of violence and a broad spectrum of vulnerable groups (Pillar 4); strengthening and mainstreaming data collection to inform policy making processes (Pillar 5); and investment into an inclusive and active women's movement to monitor the programme (Pillar 6).

In terms of "leaving no one behind (LNOB)", the actions of the programme as described in the Country Programme Document (CPD) respond to the principles of human rights including *"leaving no one behind (LNOB)"*. They promote principles of inclusivity and diversity ensuring that all women and girls, particularly groups facing multiple and intersecting forms of discrimination are represented and engaged to strengthen an autonomous women's movement. According to the document review and interviews, the programme indeed prioritises the inclusion of minority groups, which includes refugees, adolescent girls and women in rural areas as well as women and girls living with disabilities and those living with HIV. All five UN agencies have brought a cross section of partners on board to end VAWG including government, refugees, civil society groups, youths and the women's movement as well Persons with disabilities.

To align with the "leave no one behind" principle, the Spotlight Initiative Uganda CPD also planned for targeted attention towards communities at high-risk of violence, including migrants, refugees, adolescents, rural poor, victims of trafficking, sex workers, in school and out of schoolgirls, women and girls with disabilities, and those living with HIV/AIDS. In the Spotlight Initiative 2021 Baseline findings, it is noted that so far at a district level, 3 out of 7 district local governments in the programme area have since passed ordinances to address VAWG, specifically, the ordinances target violence against women/girls as well as prevention of harmful practices:

- Arua was found to have developed and passed an ordinance on consumption of alcohol.

- Kitgum has: i) Alcohol and other substance abuse ordinance (in process for launching); ii) Gender Based Violence Ordinance (in process) and iii) Education Ordinance (in process)

More than two-thirds of online survey respondents believe that all relevant stakeholders are being included in the programme, however, 27% (12/44) are of the opinion that some stakeholders are left out. These include sexual minorities, ethnic minorities such as the Batwa, women living with HIV/AIDs, sex workers among others.

The inclusion of sexual minorities in interventions as well as part of the Civil Society National Reference Group (CS-NRG) remains a contentious matter in the context of Uganda. The government leadership has expressed concerns regarding the inclusion of sexual minorities in the Spotlight Initiative Country Programme. "*The government expressly indicated concerns working with sexual minorities and related issues and could not sign the CPD with interventions targeting that specific population. We had back and forth meetings that culminated in eventual erasure of sexual minorities from the workplan"* KII EUD.

Courts in Uganda have ruled that even though homosexuality in Uganda is illegal, the people that practice homosexuality are legal and legitimate citizens, with rights that must be protected and promoted. They are entitled to access services and should be treated with dignity accorded to every Ugandan**.** The Uganda government through the ministry of health has for-instance for public health reasons named sexual minorities, sex workers, PWDs and PLHIV/AIDs communities 'key populations' with specific messages and interventions targeting them to prevent HIV/AIDs among other illnesses. However, implementing agencies that are working on sexual minorities were not included in the CS-NRG and relegated to be members of networks working with beneficiaries. This is in contrast to what the CPD stipulates: "*The CS-NRG will be constituted in line with the leaving no one behind principle, thereby ensuring representation of groups of women and girls facing multiple and intersecting forms of discrimination, such as women and girls living*

with disabilities, women and girls living in rural communities, women and girls living with HIV/AIDS, adolescent and older women and girls, LBTQI persons, and all others relevant in the national context."

Furthermore, CSOs are engaged but have limited capacity to address issues related to sexual minorities as they must report to the government and are not independent. "*In our discussions during the National coordination meetings hosted by Ministry of Gender, no one wants to discuss violence against gay people. We continue to bury our heads in sand. Even when we raise the issue, we are told to go discuss it elsewhere…*" – KII with CSO IP

Key findings:

- The Spotlight Initiative is relevant, evidence based and aligned to 16 Spotlight Initiative principles, related to interventions being gender responsive, transformative and based on existing multi-actor programmes.

- The programme is making good efforts to 'leave no one behind'. However, some groups including sexual minorities remain unattended to in interventions to end GBV in Uganda. It is difficult to address this issue considering the sensitive political environment on this matter, however it is important to address all groups in the context of leaving no one behind.

Recommendation

- RUNOs to engage Implementing partners (IPs) that can reach sexual minorities with services and information on the Elimination of Violence against Women, Girls and Children (EVAWG). Develop a clear strategy on how to do this safely with a robust monitoring mechanism.

- Collect more data on which groups are the most vulnerable and the level and size of minority groups within the categories affected by intersectional vulnerabilities. The survey could help understand who the key influencers are at community level and thereby support better targeting for social norm change activities.

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2A. Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved? **2B. Are programmes implemented in line with the UN System reform?**	☒ Very Good – Good ☐ Problems ☐ Serious deficiencies

The Uganda Spotlight Initiative is implemented in line with the UN Reform[4]. It seeks to capitalize on existing programmes and interventions addressing VAWG, Harmful practices (HP), and SRHR in Uganda, and falls in line with the objectives of the 2016-2020 United Nations Development Assistance Framework (UNDAF) and the implementation is being coordinated by five UN agencies namely UNDP, UN Women, UNICEF, UNHCR and UNFPA. Each agency (except UNHCR which is offering a supportive role on 3 outcomes) is allocated an outcome area to lead by its area of expertise and capacity, and to ensure that the country programme benefits from the support of Outcome Results Groups (ORGs). The ORGs are "mechanisms organized to contribute to specific UNDAF Outcomes and they drive all UNDAF processes and reporting, through coordinated and collaborative planning, implementation, monitoring and evaluation." The ORGs were designed to coordinate joint activities and JP and are key to the UN REFORM structure.

The ORGs ensure technical level cohesion across UN programming in the specified outcome area, including under the Spotlight Initiative. For the Spotlight Initiative two ORGs oversee the coordinated implementation between Recipient UN Organizations (RUNOs) – ORG 1.1 & 1.3 on Rule of Law and Constitutional Democracy and Institutional Development, Transparency and Accountability as well as ORG 2.4 on Gender-based Violence/Violence Against Children (GBV/VAC). The UNDAF structure (esp. ORG 2.4) considers the intrinsic links between addressing violence against all children and addressing violence against women.

Each ORG is ideally led by a designated Head of Agency, who is a member of the UN Country Team, and who may delegate responsibility for the management of an ORG, yet will remain fully accountable for driving joint approaches for results, as well as monitoring and reporting within a harmonized and coordinated framework. The Chair(s) of the ORG 1.1/1.3 is UNDP, while UNFPA and UNICEF are co-chairs of ORG 2.4. The Chairs are delegated to act on behalf of the UN Country Team not as lead agency but rather to fulfil a coordination and leadership function on behalf of the UN system.

Accountability also lies with the respective UN agencies through their workplans with Government institutions and CSOs.

The Resident Coordinator's Office (RCO) coordinates the implementation of the Spotlight Initiative's CPD, as well as the M&E, knowledge management, and communications functions and uses the existing UN Uganda Monitoring Group and the UN Uganda Communications Group to leverage their visibility in the communities. The RCO-based team is further complemented by technical expertise within the RUNOs to substantively lead the implementation of specific outcomes.

UNFPA is leading Pillar 4 and 5, and working on galvanising political, financial and public support to ensure universal access to sexual reproductive health and rights (SRHR). In its current strategic plan, UNFPA has identified three transformative goals of ending unmet need for family planning; ending maternal deaths; and ending violence and harmful practices against women and girls. Under the Spotlight Initiative,

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[4] Key elements of the UN reform are: a reinvigorated Resident Coordinator system; clear and more robust lines of accountability, from UN country teams to host governments; coherent and better-coordinated utilization of global and regional capacities and resources; shift in donor funding towards more predictable and flexible resources; more and better communication on what the UN development system does

UNFPA is leading interventions targeting provision to survivors of gender-based violence (GBV) with a comprehensive human rights-based package of services to respond to the significant sexual and reproductive health (SRH) needs, including female genital mutilation (FGM), early, child and forced marriages and unwanted pregnancies, unsafe abortions resulting in deaths, traumatic and obstetric fistula and higher risks of sexually transmitted infections and HIV. These issues are at the core of the UNFPA's mandate but also its experience and expertise. UNFPA is also involved in mobilization of key stakeholders in violence prevention, which contributes to the overall goal of furthering gender equality and women's empowerment. To be able to respond to the above issues and people's needs, UNFPA emphasises the need for evidence-based policies, programmes and decision making through data generation, analysis, dissemination and utilisation. Based on its expertise and experience working on service provision for GBV and SRHR and data generation and analysis, it is adequate for UNFPA to lead on Pillars 4 and 5.

UNICEF is leading Pillar 3 of the Spotlight Initiative. Through their Child Protection Programme within UNICEF's current Country Programme (2016-2020), they are working to prevent and respond to violence, abuse, neglect and exploitation of children, including in emergency context. The main strategy is to support the government to have a consistent, sustainable and scalable child protection system in place from national level down to community level. UNICEF's focus therefore is for the government system to not just respond to cases of violation, but to support communities and families to prevent violence, abuse, neglect and exploitation of women and children. The Government of Uganda's National Protection System needs to respond to a range of priority concerns, including violence against women and children, harmful practices, and other protection issues. It is important to note that UNICEF is advocating for a broader Protection System, which goes beyond children to look at the needs of women and other vulnerable groups. Given the limited structures at the sub-national level, it is largely the same service providers providing support and services for children, women and others. UNICEF has the adequate expertise and experience to lead on Pillar 3.

UN Women is leading on Pillar 1 and 6 and promotes the elimination of all forms of violence against women and girls, as per its mandate and expertise. In Uganda, UN Women has been women's leadership in decision making at all levels, ensuring women, especially the poorest and most excluded, are economically empowered and benefit from development, changing social and cultural perceptions, attitudes and traditional practices that contribute to VAWG, as well as mainstreaming of gender at national level through partnerships and collaborations with the national government. UN Women's role in the Spotlight Initiative is supporting the Government of Uganda, through (i) strengthening of implementation of legal and policy frameworks and accountability, (ii) addressing structural and underlying causes and risk factors to address violence against women and girls; (iii) strengthening multi-sectoral services, programmes and response to violence against women and girls; and (iv) Improving the evidence-base on GBV. UN Women has the adequate expertise and experience to lead on Pillar 1 and 6.

UNDP is leading work across a few sections of the Gender-based violence (GBV) referral pathway, as per its mandate and expertise. To enable a holistic and broad development approach in responding to GBV, UNDP supports national partners to develop and implement the required institutional frameworks to combat sexual and gender-based violence (SGBV). This includes improving access to justice for survivors of GBV, strengthening accountability mechanisms, ending impunity for perpetrators, and providing survivors with multi-sectoral support and services. UNDP supports reintegration of the GBV survivors through providing livelihood programmes (employment services). Furthermore, social protection systems will provide support to those vulnerable to GBV and who cannot secure economic independence, be it temporarily or permanently. As changing attitudes and ending harmful practices is integral to ending gender-based violence, UNDP also supports the building of sustainable communities through awareness-

raising and behaviour change campaigns, including through community-based conversations, promoting meaningful engagement with communities, and working with the private sector and public institutions to deliver sustainable development. Based on its expertise and experience of strengthening the institutional frameworks to address GBV, it is adequate for UNDP to lead on Pillar 2.

As part of its overall protection mandate for refugees in Uganda, **UNHCR** works with UNFPA to strengthen coordination mechanisms around GBV. UNHCR is supporting the development and strengthening of SGBV SOPs and referral pathways. It supports multi-sectoral responses for survivors, including psychosocial support, medical care, clinical management of rape, provision of full PEP treatment for rape and sexual assault, ensuring security through safehouses, legal advice and judicial procedures. There are continuous awareness campaigns on different SGBV topics including effects on forced and early marriages in schools and in the communities. In addition, it is facilitating the formation of anti-SGBV clubs in primary and secondary schools in refugee settlements; establishment of SGBV structures, training them on prevention and response activities and supporting them to take lead in the campaigns using SASA materials among others.

In the spirit of working as One UN team under the UN Reform, the leadership of the Resident Coordinator in providing the convening power across all UN agencies at the UN Country Team level was observed as being critical to ensure compliance with delivering milestones while maintaining a strong emphasis on the accountability for implementation within the participating UN agencies. RUNOs have noted that in the face of the outbreak of the COVID-19 pandemic, the Recipient UN Organizations worked jointly and in close coordination with the Resident Coordinator's Office to rapidly respond to the changing context and addressed immediate needs including re-programming $365,000 to contribute to sustaining 16 GBV shelters for six months, and contributing $550,828 to adapt approaches to provide psychosocial support, monitoring, and referrals in the context of COVID-19.

The below table is an illustration of how the UN is delivering as one in alongside UNDAF 2016-2020 ORGs.

Table 2. UN delivering as One			
Outcome	**Lead RUNO**	**ORG**	**ORG Leads**
Outcome 1: Legislation and Policy	UN Women	ORG 1.2: Human Rights and Gender Equality	UN Women
Outcome 2: Institutional Strengthening	UNDP	ORG 1.1: Rule of Law and Constitutional Democracy ORG 1.3: Institutional Development, Transparency and Accountability	UNDP
Outcome 3: Prevention	UNICEF	ORG 2.3: Social Protection ORG 2.4: GBV and VAC	UNICEF/UNHCR UNFPA/UNICEF
Outcome 4: Response	UNFPA	ORG 2.4 GBV and VAC	UNFPA/UNICEF/UNHCR
Outcome 5: Data	UNFPA	Cross Cutting	All
Outcomes 6: Women's Movement	UN Women	Gender and Human Rights Advisory Group	UN Women

The agencies are working well together. More than 80 per cent of the respondents to the online survey rated the collaboration between the RCO and RUNOs, the Spotlight Initiative team and RUNOs and the Technical Coordinator and RUNOs as either good or excellent. Furthermore, while the online survey

respondents consider the RCO to have the overall lead, particularly in terms of coordination, they also consider UN Women as the technical lead considering their technical capacities, expertise and overall mandate to work on VAWG in Uganda.

"It is good to see UN agencies working as one in our district. UNICEF has focused on protection systems for children, UN Women is working on GBV concerns of women, UNFPA is working with health facilities on SRHR services for GBV victims while UNHCR has taken lead in refugee settlements. This collection of expertise to tackle a single problem from different angles to achieve one goal has proven to be very effective and it should be the way to go." – District Local Government Official, Kasese

Key findings:

- **The UN REFORM: 'a new way of working':** there are positive signs from the joint design and implementation mechanisms used by Spotlight Initiative in Uganda, which led to greater efficiencies. This has also been appreciated by the government counterparts.

- **The right RUNOs are engaged**. The allocation of roles and responsibilities to RUNOs was based on their respective experience and technical expertise under the six outcome areas, as well as their mandate in the country.

- The system of working in the context of existing **Outcome Results Groups** (ORGs) ensures sustainability of the Spotlight activities in Uganda. The coordination across the different agencies managed through the Outcome Results Groups (ORGs) ensures that roles and remits are clearly defined and that agencies can work in an integrated way.

- The collaboration between the various stakeholders is perceived as either good or excellent by the large majority of online survey respondents.

3. Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

All KIIs reported that the Spotlight Initiative is responding to the needs of the target groups and end beneficiaries. At least 70% of individuals interviewed had participated in the design of the Spotlight Initiative CPD. In 2018 the RUNOs pooled $178,872 as pre-implementation budget and used some of it to hire a consultant to develop the CPD, with a budget and detailed workplan. The consultant organized numerous consultations with beneficiaries and stakeholders to build buy-in for the project, contextualize and develop the *EU-UN Spotlight Initiative to Eliminate Violence Against Women and Girls, including SGBV and HP, in Uganda*. Stakeholders were engaged in a three-day design and validation workshop in Entebbe, Uganda between 15-19 August 2018. This workshop included representatives from each of the Spotlight Initiative recipient and associated United Nations agencies, as well as representatives from the Ministry of Gender Labour and Social Development (MGLSD), the Uganda Police Force (UPF), district local governments (DLGs), the Inter-Religious Council of Uganda, religious and cultural leaders, women's networks and civil society organizations, youth, the Private Sector Foundation of Uganda, amongst others.

Responses to the online survey indicate that a wide variety of stakeholders are being consulted by the programme, both during design but also implementation and monitoring. Government representatives, the European Union Delegation, CS organisations, including women's organisations as well as women were

well involved during the design of the programme. These actors are also well engaged during the implementation and monitoring of the programmes. People who are marginalised and discriminated against were less included during the design but seem to be included during implementation and design.

Figure 1. Consultation during design, implementation and monitoring
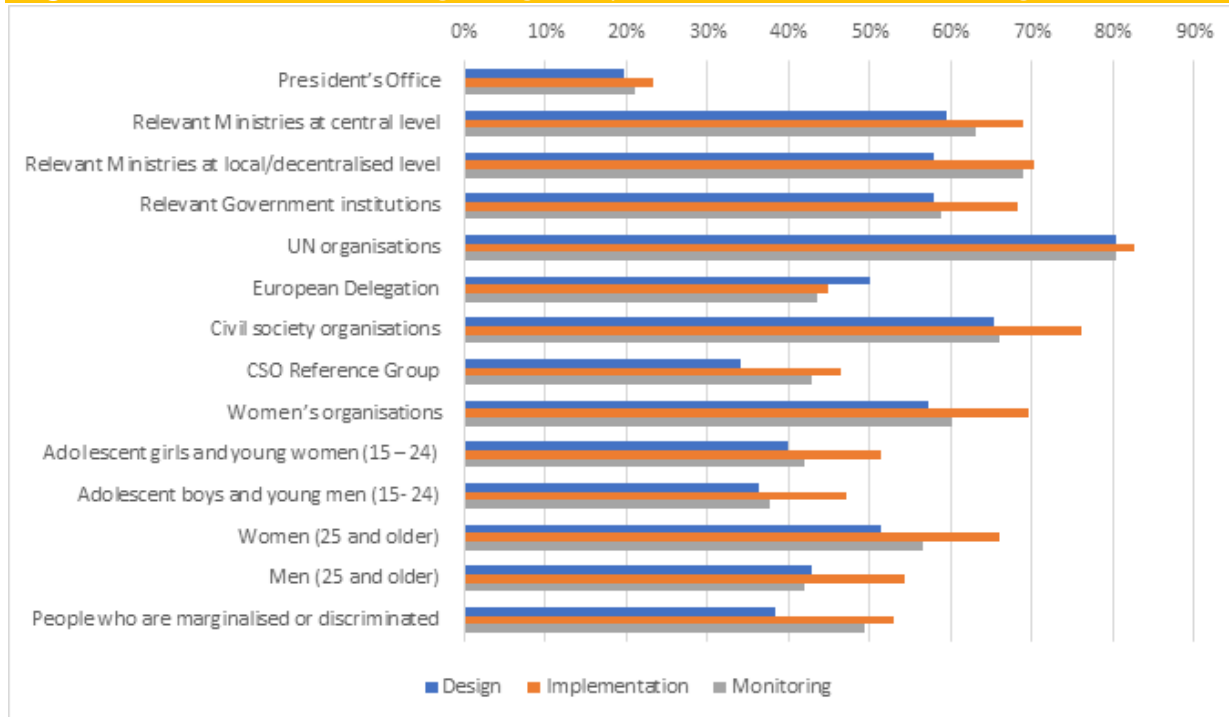
It should further be noted that a variety of mechanisms are used to engage partners during the implementation of the Spotlight Initiative. Aside from participation in programme activities, regular consultations were held with youth groups, women's groups and groups representing persons who are marginalized and discriminated against that respective RUNOs already have contact with. During this MTA different stakeholders (from IPs, government, and beneficiaries) gave examples of how they were consulted and provided input during the identification of problems and solutions. For example, solar lighting has been installed in two heath facilities/maternity wards in Amudat District after an identification process in collaboration with government agencies and following consultations with beneficiaries in two refugee settlements.

Updates also are provided during regular development partner meetings around justice and gender where other donors and development partners provide feedback. This was planned to serve to coordinate activities and to mobilize further resources to cover the Spotlight funding gaps.

Key findings:

- The Spotlight Initiative, by design, is deliberately reaching the most vulnerable women and girls in the selected districts.

- A wide range of stakeholders, including beneficiaries, were involved during the design of the programme. During implementation relevant stakeholders, such as women and girls in refugee settings, are consulted and reached.

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4. Do all key stakeholders still demonstrate effective commitment (ownership)?	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

Partnership with the Government, the EUD and CSOs lie at the heart of the Spotlight Initiative in Uganda. In-depth consultations were held with key government institutions, including Ministries of Health, Education, Gender, Justice institutions and Parliament. The Ministry of Finance was also identified as a key partner during implementation. All RUNOs and associated agencies participated in the consultations and the comprehensive inputs received were incorporated into the CPD. At regular intervals, the local EU delegation is also briefed on progress and supported the design, consultation, and development of the CPD. The RCO organized a consultation with district level officials during the development of the current Country Programme Document to build buy-in by local stakeholders.

Government

As a demonstration of government ownership of the Spotlight Initiative at the highest level, the President of the Uganda Government launched the Spotlight Initiative on Women's Day, March 08, 2020. He marked the occasion by signing a painting symbolizing each of the Initiative's outcome areas and stakeholders at Malukhu grounds in Mbale District, Eastern Uganda.

President Yoweri Kaguta Museveni signing the Spotlight Initiative launch symbol in the presence of Hon. Janet Museveni, First Lady (right); Ms. Rosa Malango, UN Resident Coordinator in Uganda; Attilio Pacifici, European Union Ambassador to Uganda, and Hon. Frank Tumwebaze, Minister of Gender, Labour and Social Development (left). Photo: Spotlight Initiative/Davinah Nabiryeh.

This action by the Uganda President is a clear demonstration of the highest level of commitment by the government to lead efforts to eliminate violence against women and girls in Uganda. Further to this all KIIs assessed the government actions to end VAWG/C positively and in-turn local governments were ready and willing to work with community-based partners and IPs to end VAWG in their communities.

The Uganda Government is chairing the National Joint Steering Committee (NJSC) in partnership with the UN RCO. The National JSC comprises the government, RUNOs, CSOs, and the EUD. The online survey

indicates that the JSC is very responsive in its oversight function, meets twice a year, approves workplans and offers timely feedback to IPs of the Spotlight Initiative programme (see question 8).

Further, the Spotlight Initiative works in partnership with the MGLSD, Ministry of Finance, MOH, MOES, Uganda Bureau of Statistics, National Planning Authority, Ministry of Justice and Constitutional affairs, Uganda Police, Office of the Directorate of Public Prosecution, JLOS secretariat, Academia, CSOs, District Local Governments, and Schools and Institutions of Higher learning based on their comparative advantages as articulated in the National GBV Action Plan.

"A *whole of government and a whole of society approach is expectedly daunting, but this is the right way to go. It has presented coordination challenges, but these are smoothening with increased appreciation of the project. The Ministry of Gender and the Office of the Prime Minister are increasingly collaborating to tackle the challenge*." – online survey comment.

The European Union Delegation

The European Union Delegation to Uganda is a very important partner in Uganda's Spotlight Initiative beyond the traditional donor/recipient relationship. Already at the inception of the Spotlight Initiative Programme, there was good communication and engagement between the Spotlight Initiative focal points from the EU Delegation and the UN Resident Coordinator's Office with the aim to ensure joint key messaging and alignment on programme priorities, including in the context of COVID-19. The EU Spotlight Initiative Focal Person participated in the Core Management Team meetings, the mid - year reviews, advised on annual work-plans and on the carryover of work plans to 2020.

Civil society organisations (CSOs)

CSOs already working in target Spotlight Initiative districts have been prioritized to undertake community mobilization and services delivery to complement Government efforts on GBV prevention and response and promote SRHR. CSO's were able to apply for the Spotlight Initiative implementation and those selected were given the task to implement the activities. Most of these CSO's are women 's organisations and young people 's associations who had been implementing partners for the RUNO's before. Although there were delays for the start of the programme, the implementation of the activities has been satisfactory. The CSNRG, whose terms of reference include providing advice on the overall strategic direction of the Spotlight Initiative's Country Programme in Uganda was established and is now functioning. The CSNRG is also represented at the NJSC through three of its members. However, during interviews with CSO representatives, it became clear that while they appreciate being represented in the various steering groups, they find it still difficult to bring sensitive issues regarding groups facing intersecting forms of discrimination to the table.

Other partners have also been engaged and are committed to the Spotlight Initiative:

- **Cultural and religious leaders** for social norm and behaviour change, awareness raising, GBV and SRHR

- **Academia and Research Institutions**: Research, Innovation and knowledge generation for policy advocacy and programming

- **Private Sector**: Service provision, innovation, financing, social mobilization and prevention of sexual exploitation and abuse.

- **Media** to ensure promotion of Accountability, awareness raising, behaviour change and education.

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Key findings:

- The Spotlight Initiative introduced a whole government and whole society approach, which has required time and a change in perspective, but the approach is appreciated by the stakeholders involved.

- The government has shown strong ownership and commitment to the Spotlight Initiative, both at national level and local level.

- The relationship with the EUD has been constructive and the EUD has shown commitment and ownership by participating not only in the design but also in regular meetings, and provided advice on annual work-plans, the COVID-19 response plan and acceleration plan.

- CSO are also strongly engaged and committed to the Spotlight Initiative and the various governance mechanisms, however, several CSO representatives have expressed concerns about the difficulty to discuss sensitive issues during meetings.

Recommendations

- It is important to keep the momentum of this whole government and whole society approach and to review how this can be maintained in the future and/or translated to other programmes and initiatives.

- For the co-chairs of the NJSC to consider how the NJSC can become a platform where sensitive issues can be tabled and discussed.

5A. Have all relevant circumstances and risks been taken into account to update the intervention logic? **5B. Also, in the context of COVID-19?**	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

Risks and mitigation measures

The Spotlight Initiative in its design document integrated a risk management matrix that forecasts risks associated with the fiduciary duty to dispense resources to smaller IPs such as CSOs in intervention districts, Institutional risks that forecasts a weakened Civil Society, weak and fragmented institutions, programme management risks that envisages the inability to utilize the resources and finally contextual risks involving probable limited national ownership, a surge in refugees due to outcomes of the national election in DR Congo and an Anti-rights environment. The CPD also makes commitments to address key risks associated with violence against women and children, such as alcohol abuse, access to justice and impunity, economic and livelihood opportunities, insecure physical environments/public spaces, as well as girls dropping out of school, discriminatory teaching pedagogy in schools, and discipline methods by parents and teachers).

The risk assessment in the CPD however did not envisage or plan any actions for pre- and post-election violence related interventions, and neither is the link between occurrence of natural disasters and GBV in Uganda reflected in the CPD. Floods are quite frequent in Kasese district during the rainy season. There was also a locust invasion in Karamoja, especially in Amudat, where the Spotlight Initiative is implementing on-going actions. It is thus not surprising that even though there was a flood that affected over 100,000 (one hundred thousand) people, leaving many dead, homeless, food insecure and a whole hospital swept

away in Kasese – Kilembe Sub-County, where the Spotlight Initiative is actively reaching women in mining areas, no significant intervention from the Spotlight Initiative has been recorded in this regard to date. Through the MTA assessment, an FGD was held in Kasese-Kilembe SC, and women reported an increase in GBV cases and a lack of necessities.

"We have no access to water, the only hospital we had close to us was washed away by floods. We have neither a decent road or markets to sell our produce. Women and girls die in childbirth while being transported on locally made stretchers across the mountain to the district hospital. There is no police station or health facility to provide emergency contraceptives in case of a rape or defilement in our areas. Our husbands beat us over frustrations as simple as failing to cook early and yet you have to move so far across hills to find water to come home to cook the cassava leaves available to us for food…" – Female FGD Respondent, Kilembe Sub-County-Kasese District.

The 2020 report highlights that the women's movement under pillar 6, allocated some funds towards humanitarian activities to victims of the floods in Kasese but not much else is given in-terms of EVAWG activities targeting these communities. It is thus recommended that in Phase II, a situational analysis be done and interventions to avert violence against women and girls because of flooding it was averted by mainstreaming EVAWG in all activities, including disaster risk management.

COVID-19 risks and mitigation measures

In Uganda, after the COVID-19 outbreak reports started showing an alarming rise in domestic abuse in the context of COVID-19, as isolation and confinement, shifting frontline service priorities, food insecurity, and diminishing resources exacerbated existing risks and rates of intimate partner violence and other forms of violence against women and children in Uganda. Reduced incomes due to the temporary closure of businesses and public transport also placed women and girls at greater risk of exploitation and sexual violence as they resort to risky means of survival. Life-saving care and support for survivors of sexual or gender-based violence and violence against children (e.g., clinical management of rape, mental health and psychosocial support), safety, security and access to justice were disrupted when service providers are overburdened and preoccupied with handling COVID-19 cases and as national resources shift to the management of COVID-19

To respond to these increased risks numerous consultations with the Ministry of Gender, Labour, and Social Development (MGLSD) took place and the Spotlight team reviewed their workplans and identified several priority areas for intervention to respond the COVID-19 crisis that led to a three-month total lock-down in Uganda and an increase in VAWG in Uganda. The interventions included:

- Ensuring continuation of essential GBV, Violence Against Children (VAC), and SRH services, including through adapted delivery modalities (reporting, referral, case management, psychosocial support, health/SRH, legal, security, shelters, and alternative care for children).

- Targeted and inclusive participatory communication that specifically address prevention of VAWG/C in the context of COVID-19, as well as where to call or access essential services.

- Strengthening the role of women and the women's movement in the COVID-19 response at all levels.

- Ensuring ongoing coordination, monitoring, and data on VAWG/C at all levels.

- Mitigating the economic impact of COVID-19 on women, children, and vulnerable groups.

As a result of the various interventions the Spotlight Initiative team notes that there were innovations that were adopted during /post COVID-19

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- All agencies supported district governments by supplying equipment to reduce transmission of COVID-19 as well as motorcycles and support to shelters so that these could continue to provide services.

- Use of virtual platforms for meetings was adopted,

- Services were localised through use of community based social services personnel (para-social workers) approved by cabinet through MoGLSD,

- Scaled down on activities and retained the most critical and essential work such as ensuring continuity of health care, timely access to information and food aid for PLHIV that were on HIV treatment

Milestones attained include research and analysis on COVID-19 and VAWG, policy briefs to inform decision making in favour of victims of violence, dissemination of messages on GBV and COVID 19, communities continued to be engaged on favourable gender norms and non-violence over social and traditional media; over 20 million people were reached through different multi-media and radio campaigns; religious leaders reached 1,000,000 people; SASA! community activists reached over 21,000 community members directly; para-social workers supported ongoing roll-out of Child Friendly School Model in 2 districts, reaching 140 schools and 14,000 students; MoES developed home learning materials for primary and secondary learners among others.

Key findings:

- Risk assessment and mitigatory measures were identified in the CPD, however natural disasters were not included in the risk matrix and no risk assessment plan was made to respond to election violence pre and post national election period, neither was the risk assessment updated to respond to COVID-19.

- The response to the COVID-19 pandemic was appropriate and has resulted in innovative interventions.

Recommendations

- It is important to mainstream VAWG responses across programming including for climate and/or natural related disasters when VAWG levels are likely to increase.

- Development of an assessment and review actions towards election related violence that occurred and plan for actions to mitigate the same in phase II

6. Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

The Indicators in the Uganda CPD are well defined and relevant bearing on the fact that consultations of stakeholders and a thorough situation analysis was undertaken and used to develop the theory of change for all interventions. The theory of change for Uganda's Spotlight Initiative is premised on the ideology that If (1) citizens, civil society organisations, religious and cultural leaders, refugees, and women's rights defenders are aware and engaged in assessing, developing, and implementing policies and legislation to eliminate VAWG/HP and promote women and girls' SRHR, if (2) implementation of legislation and policies

is monitored, then (3) an enabling legislative and policy environment on VAWG/HP, and other forms of discrimination, is in place and translated into plans, guaranteeing the rights of women and girls (including SRHR), because (4) effectively implemented gender responsive legislative and policy frameworks address impunity and provide for coordinated action, including in areas of prevention, services, data collection, and knowledge management and (5) laws and programmes that integrate ending VAW/HP, into SRH services are developed, implemented, and monitored.

The indicators of success and progress for each outcome area are clearly outlined in the Spotlight Initiative CPD. This was articulated by a large number of the KIIs during the field phase of the MTA and through the monitoring and evaluation (M&E) reports shared for year 1 and 2, in which significant progress is illustrated against each pillar (see question 12). It is noteworthy however that baseline data against several outputs was missing at the inception of the Spotlight Initiative Programme. A consultant was identified and baselines for phase I against phase II have been drawn.

A key challenge arose in data collection during phase I. It has been reported that there are multiple tools and information systems used across Government Ministries, Departments, Agencies (MDAs) and IPs to collect GBV/VAWG related data. For instance, it was noted that the Ministry of Health has an independent Management Information System (MIS), the MGLSD has a child helpline and GBV information system as well, Uganda Bureau of Statistics and the National Planning Authority each have independent systems and yet Justice law and Order Sector partners (JLOs) i.e., the Uganda Police, Judiciary and Director of Public Prosecutions (DPP) also collect their own data on GBV issues. CSOs also have independent systems outside the government systems and during the COVID-19 lockdown there also arose citizen reports from Spotlight Initiative IPs. This created a bit of confusion for policy actors, but this challenge of different data collection systems is being addressed under Pillar 5.

"the multiple data collection tools and systems make it extremely difficult for us to understand the magnitude of the problem of GBV in our community. If para-social workers were reporting cases into the same system that the police is using, and the health facilities recording and following up those cases – it makes it easy to get accurate numbers, resolve issues through the Judiciary and the community as a whole." -KII Kitgum local Government official

Key findings:

- The indicators to measure results in the CPD of the Spotlight Initiative in Uganda are well defined and relevant to measure the achievement of the set objectives. Baseline data for targets into Phase II have been identified through a complete and available study

- There are multiple data collection tools and information systems across government departments, and Civil Society making it difficult to communicate statistics for policy actions, however this is the key focus of Pillar 5.

Recommendations

- Disseminate findings of the baseline survey to all IPs and Stakeholders to ensure targets are understood and well bench marked in phase II.

- Continue to harmonise data collection tools and information systems on VAWG to promote coherence and ease of communication of results on GBV in Phase II.

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C. EFFICIENCY

7. Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?

☒ Very Good – Good

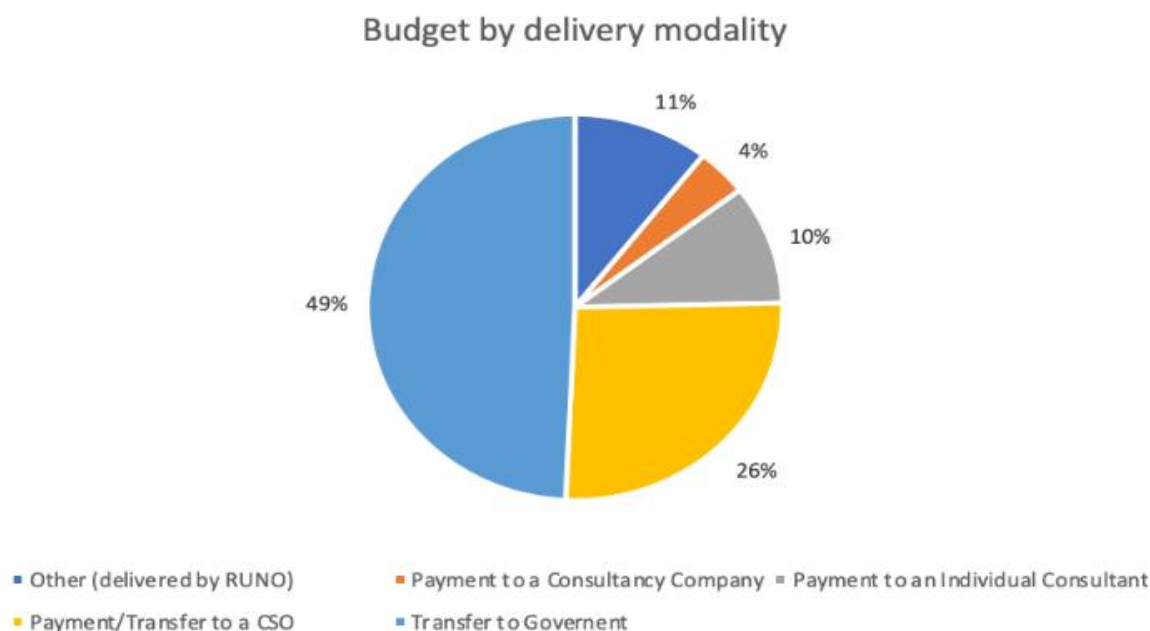☐ Problems

☐ Serious deficiencies

Implementation modalities

The choice of implementing mechanisms is adequate to achieve the results projected by the Spotlight Initiative in Uganda. The Uganda Government is the largest stakeholder in leading the fight to end violence against women and girls and as per the financial analysis indeed takes the lion's share of the Spotlight Initiative finances (49%).

The Uganda government chairs the National Joint Steering Committee in partnership with the Resident Coordinator and government MDAs are coherently coordinating and steering the Spotlight Initiative interventions in the implementation districts. The funds to government are enabling the strengthening of capacities of essential staff to sustain the programme in the longer term as well as the drafting, discussion and subsequent passing and implementation of laws on EVAWG in Uganda.

CSOs receive 26 per cent of the overall funds allocated to programme activities and step in where the government is unable to reach minority populations. CSOs have been prioritized and are undertaking community mobilization and services delivery (they have set up 16 GBV shelters and psychosocial support for SGBV victims) to complement Government efforts on GBV prevention and response. The women movement including young people are also receiving Spotlight Initiative support to conduct advocacy at all levels of government.

Figure 2. Budget by delivery modality

Budget by delivery modality

- Other (delivered by RUNO)
- Payment to a Consultancy Company
- Payment to an Individual Consultant
- Payment/Transfer to a CSO
- Transfer to Government

It is worth noting that the Resident Coordinator's Office (RCO) is guided by the principle of Delivering as One under the United National Sustainable Development Cooperation Framework, and supports the overall coordination of all participating UN agencies, as well as the M&E, knowledge management, and communications functions. The RCO-based team is complemented by technical expertise within the RUNOs

to substantively lead the implementation of specific outcomes. Outcome leads were selected based on each agency's expertise and capacity.

The RUNOs and associated agencies maintain close links with their key partners, including the EU, Government and CSOs, through the implementation of the various interventions. At district level, district officials have formed district Spotlight Initiative Coordination Committees to help coordinate the Spotlight Initiative interventions in their districts. While this mechanism is being appreciated to avoid duplications, several CSOs have mentioned they are reluctant to jointly work and report to the government. It was their opinion that their independence and ability to critique and hold the government to account is being compromised as they are being viewed as being on the same side as the government. CSOs participate in the NJSC periodic review meetings where they are required to present progress reports and workplans on what they are doing in intervention districts. Through these review meetings chaired by government officials, the CSOs' activities are vetted to the detriment of the CSOs who desire some level of independence to do work that can in-turn hold the government to account especially in relation to persons experiencing intersecting forms of discrimination.

Further, through the online survey and during the KIIs, some RUNOs expressed that they do not have sufficient financial resources to cover the human resources requirements and administration costs that the management of such a complex programme as the Spotlight Initiative requires. This makes it sometimes difficult for them to coordinate and supervise IPs. UNDP has 9 fulltime equivalent staff (FTE) allocated over 12 positions, including the Spotlight Initiative team, various technical support staff, administrative staff and drivers. UN Women has budgeted for one fulltime programme specialist, and three part-time staff, including a programme officer, communication associate and finance associate. UNFPA has budgeted for five full-time staff, including a programme specialist, two programme analysists and finance analysist and driver; while UNICEF has allocated 4 FTEs across six staff positions, including a programme officer, child protection specialist, two programme officers, and two protection associates. In total, 61% of the programme management cost (US$ 2.3 million) has been allocated to staff and personnel, however, as it is often split across various staff, not all RUNOs have a full-time person dedicated to the Spotlight Initiative. This means that existing personnel combine Spotlight Initiative tasks with other existing tasks which may lead to conflicting priorities.

"*Lack of designated personnel in the agencies leads to constant complaints of overload and low responsiveness to requests for information/input.*" (online survey comment)

The assessment also noted that RUNO focal persons were at times frustrated by the limited budget available for administration and coordination of Spotlight Initiative activities in their internal agencies. This was confirmed by the budget analysis which showed that less than 10% of the programme management costs was allocated for supplies and commodities (1%), materials and equipment (2%) and general operating costs (5%). There are also large discrepancies of budget for general operating costs available among the RUNOs.

Table 3. Budget allocation of programme management costs

Budget Lines	UNDP	UNFPA	UNHCR	UNICEF	UNWomen	Grand Total	% of total programme management cost
1. Staff and Personnel	$1,183,118	$428,640	$175,000	$321,780	$200,303	$2,308,841	61%
2. Supplies, Commodities, Materials	$12,000		$7,770		$24,000	$43,770	1%
3. Equipment, Vehicles, and Furnitures	$50,000	$9,000	$9,000			$68,000	2%
4. Contractual Services	$443,892			$42,560	$536,014	$1,022,466	27%
5. Travel	$107,800		$16,000		$39,000	$162,800	4%
7. General Operating and Other Direct Cost	$100,600	$20,000	$7,770	$34,000	$10,000	$172,370	5%
Grand Total	$1,897,410	$457,640	$215,540	$398,340	$809,317	$3,778,247	100%

Source: calculations hera based on budget approved by OSC.

Execution of the budget

The allocation for the implementation of the Spotlight Initiative in Uganda was 22,845,204 USD for Phase 1. The analysis of the MTA Uganda budget and expenditure data for RUNOs (UNWOMEN, UNDP, UNICEF and UNPAF) on 31 December 2020 shows the following

Table 4. Delivery Rate as December 2020 (based on acceleration plans Q4 2020)

RUNO	Total received*	Expenditure + Committed	% delivery
UN Women	6 297 385	5 411 115	86%
UNFPA	6 356 592	4 932 249	78%
UNHCR	2 054 689	1 291 737	63%
UNDP	4 592 875	3 824 621	83%
UNICEF[5]	3 543 704	2 690 054	76%
Total	22 845 245	18 149 776	77.2%

Source: Financial data received from the Programme Coordinator in March 2021

According to the projections, the RUNOs are expected to achieve 100% delivery by 31 March 2021, which seems feasible given the current expenditure rate.

Key findings:

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[5] RUNOs use different methods to account for commitments. For example, UNICEF does not include payroll expenses in the reported commitments.

- The chosen implementation mechanisms through the government and CSOs are adequate for achieving the expected results. However, CSOs find that they have limited capacity to provide a critical voice as they are expected to report to the government.

- Budget execution is appropriate and in line with the approved acceleration plan. 61% of the programme management budget is allocated to Human Resources, and 27% to contractual services. This is a large proportion of the budget. On the other hand, only 5% is allocated to general operating and other direct costs, which seems low and already depleted.

- While 61% of the programme management costs are allocated to staff and personnel, not all RUNOs have focal points fully dedicated to Spotlight Initiative, which often leads to delays and conflicting priorities.

Recommendations

- Review whether it is feasible to appoint full-time RUNO focal points within the existing budget. If not feasible, review the TORs for staff members working on Spotlight Initiative to ensure their workload is appropriate.

- Create a space for CSO IPs to report more sensitive issues and feedback directly to RUNOs or the Spotlight Initiative team.

- For Phase 2, consider allocating sufficient resources to the general operating and other direct costs to avoid an overspending on this budget line.

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8. Do partner government and other partners in the country effectively steer the action? (Please consider Government, CSO and EU Delegation)	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

The assessment findings illustrate a strong steering by stakeholders and ownership of the interventions in the key intervention districts.

The government

The Uganda Government has taken charge of the entire Spotlight Initiative programme through coordination of the National Joint Steering Committee (NJSC) chaired by the Permanent Secretary Ministry of Gender Labour and Social Development (MoGLSD) and the UN Resident Coordinator. The JSC is comprised of representatives from the EU, Heads of Recipient UN Agencies (UNDP, UNFPA, UN WOMEN, UNICEF, and UNHCR) as well as respective Government Ministry Permanent Secretaries; three civil society representatives and development partners who contribute to the Spotlight Initiative programme. Other stakeholders (including representatives from academic/research institutions, local communities and/or the private sector) are on occasion invited to participate in planning, deliberation, and monitoring roles of the Committee.

The mandate of the NJSC is to set the strategic direction of the programme, provide oversight, approve individual financial allocations based on recommendations made by the Core Management Team (CMT), monitor strategic allocations and delivery by RUNOs, and track the Spotlight Initiative Programme progress on achieving results. Meetings are held at least twice a year to share plans/results and raise concerns. The NJSC budget is incorporated into the Monitoring function of the RCO's budget, and their oversigth function

is conducted through the UN agencies and the Ministry of Gender who present progress reports and budget reviews at the scheduled meetings. The online survey results illustrate the level of ownership and commitment of the NJSC to the Spotlight Initiative programme is appropriate with more than 80% agreeing that the steering is effective.

District level

At a district level, district officials shared that they too have formed district Spotlight Initiative coordination Committees for the Spotlight Initiative interventions in their districts. In Kitgum for-instance the Deputy Chief Administrative Officer noted that they are jointly planning with RUNOs working in the district, they are well acquainted with the work of Implementing partners working in the area and jointly plan and budget to avoid duplication of efforts in the communities. However, there were reports that there are CSO IPs in some intervention districts that have not reported to the District Community Development Offices. District Community Development Officers (CDO) have established coordination committees and hold regular meetings on Spotlight Initiative interventions in the district. The CDO of Kasese for instance expressed concerns that there are IPs in Kasese implementing Spotlight Initiative interventions in villages, but they do not report their outputs to the district. It is therefore difficult to monitor or capture their milestones into district data and reports for the Spotlight Initiative.

The districts of Kasese and Kitgum, also reported that the government has devoted staff to the project and built capacities for para-social workers (Community change advocates) to be able to implement Spotlight Initiative activities within Sub-Counties where the Spotlight Initiative interventions are being implemented.

European Union Delegation (EUD)

The EUD was active in the design and implementation oversight of the programme during Phase 1 which ran from 2019 - 2020, as evidenced by their lead role in the development of the COVID-19 response plan. They continue to engage the Resident Coordinator in discussions for Phase 2 funding within the broader SDGs financing framework in Uganda. With staff transitions on both the EU and the RCO sides, a special meeting for introductions and updates was convened, leading to a smooth handover among personnel. A unique approach that was adopted in Uganda was the use of Joint Programmes to leverage combined resources, increase impact in the Spotlight Initiative districts and expand the geographical reach of GBV interventions to other non - Spotlight Initiative districts.

Through the COVID-19 response Plan, the EU and the UN supported the establishment of the COVID-19 Sub Committee and facilitated the implementation of the GBV/VAC Prevention and Response Pan in partnership with the Government of Uganda. The EU Delegation also enabled the early development of a Contingency Plan of Action to ensure continuity of GBV services and social norms change. Refugees were sensitized on the use of the Feedback Referral and Resolution Mechanism (FRRM) helpline. Community leaders and community structures were engaged to further popularize this new approach of remote case management while maintaining adherence to the Ministry of Health SOPs.

While the EUD has been engaged in steering and monitoring the programme, it has not participated in field visits, so the monitoring remains limited to the documentation it receives.

"Aside from the documentation we receive to monitor the programme, we have never been to the field and cannot say we appreciate the in-depth value of the Spotlight Initiative interventions." – EUD respondent in KII

The Civil Society Reference group

Even though the Spotlight Initiative has been ranked as highly relevant by all partners, it was highlighted that the Civil Society National Reference Group (CSNRG) was not active in Phase I of the project and therefore had limited input into the design, implementation and monitoring of the interventions of the Spotlight Initiative in the first two years. It is however noteworthy that the CSNRG has been constituted fully in 2021 and oriented in their Terms of Reference (ToR). There were additional concerns that the CSNRG membership is not representative of key populations suffering violence and abuse.

> "*We are a group of elitist individuals. I see no persons with disabilities, sexual minorities, women living with HIV/AIDs, survivors of GBV, sex workers or adolescents on the team*…" – KII CSNRG Member

Also, in Phase II, it is recommended that the UN considers representation of minority groups on the CSNRG, the Joint Steering Committee and the Spotlight Initiative National Coordination Committee. Whereas the government can reject groups considered to be living on the margins/in conflict with the law, the UN has a mandate to promote human rights for all and to ensure no one is left behind. The Uganda government through the ministry of health has for-instance for public health reasons named sexual minorities, sex workers, PWDs and PLHIV/AIDs communities 'key populations' with specific messages and interventions targeting them to prevent HIV/AIDs among other illnesses. The Spotlight Initiative ought to embrace these communities and budget for work with CSO IPs to reach these groups.

Key findings:

- The Uganda government, CSOs, RUNOs, EUD and other partners in the country are effectively steering the Spotlight Initiative actions to end EVAWG/C.

- The NJSC meets to provide oversight to the Spotlight Initiative CPD, approval of budgets for interventions, monitors and evaluates implementation of the Spotlight Initiative Programme in Uganda. The NJSC budget is incorporated into the Monitoring function of the RCO's budget, and their oversight function is conducted through the UN agencies and the Ministry of Gender who present progress reports and budget reviews at the scheduled meetings

- The Civil Society Reference Group (CSNRG) has been established but has – unfortunately- not yet been functional in Phase I. The CSNRG has never participated in the meetings of the NJSC as envisaged by the Country Programme document in the design of the Spotlight Initiative programme in Uganda.

Recommendations

- The Spotlight Initiative in phase 2 should continue to budget-for administration and field activities for the NJSC host. This will ensure that members are well coordinated and facilitated to visit the field at least once a year to enable them to provide meaningful feedback to IPs.

- Include members of the CSNRG on the JSC to ensure voices of minority groups are heard throughout the implementation of the phase II.

- To ensure the CSNRG effectively represents an inclusive society, its members should represent all relevant actors in the Uganda society, including those suffering from intersecting forms of violence and sexual minorities.

- Consider involving women (especially victims of violence) in steering the Spotlight Initiative action in Uganda. Add them to the CSNRG, JSC and internal CMT planning and advisory boards.

9A. If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? BEFORE COVID 9B. What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? AFTER COVID	☒ Very Good – Good ☐ Problems ☐ Serious deficiencies

Delays before COVID-19

There were significant delays at the inception of the programme. The Spotlight Initiative encountered an initial six-month delay in implementation as a result of concerns raised by the Government regarding the need to harmonize certain language in the CPD to the Uganda context. Joint engagement by the UN Resident Coordinator and the EU Ambassador with the government officials, including with the Cabinet and State Ministers and the Permanent Secretary of the MGLSD, with corresponding engagement between the UN, EU, and MGLSD technical teams, were instrumental in addressing the Government's concerns with the original CPD and ensuring government adoption and ownership of the Spotlight Initiative. The CPD and work plan were ultimately approved in June and July 2019 respectively.

The delay in getting approvals for the CPD impacted critical aspects of programme implementation under pillars two and four (especially activities on strengthening government institutions, recruitment of UN and partner staff, communications and visibility, and monitoring and evaluation framework and systems), but did not affect inception of planned interventions that were otherwise incorporated into authorized work plans and programming with government ministries, departments, and agencies (MDAs). A National Inception Meeting was held in August 2019, including relevant MDAs as well as political and technical leadership from the Spotlight supported districts. This was followed by District Inception Meetings over the course of 16-20 September 2019. In each of the districts, turn-out was high, with strong representation from the District Local Governments (both technical and political leadership) and sub-county officials, civil society partners, religious and cultural leaders, media, police and other Justice, Law, and Order (JLOS) officials, among others. These inception meetings enhanced high-level buy-in and support for the Spotlight Initiative and a willingness to support coordination and implementation.

Further, Uganda held Presidential and Parliamentary elections in January 2021. In the months leading to the election there were notable shifts of national attention to elections in the last quarter of 2020 and the first quarter of 2021. This impacted on the progress on legislative reforms and government capacity building activities, with a ripple effect on relevant indicators. Progress was further affected by the month-long Government internet shutdown between January and February 2021. This was mitigated through the intensified use of UN Area Coordinators for oversight and monitoring.

Natural disasters that ensued in Karamoja (locust invasion) and Kasese (floods) also slowed down some activities with the government as attention was diverted towards the humanitarian crisis. The locust invasion also diverted government attention to implement Spotlight Initiative actions. Resource allocations were mobilized through women's organisations for women and girls in Kasese district who were experiencing the combined tragedy of COVID-19 and floods.

COVID and Post COVID-19 Planning

COVID-19 significantly affected implementation of projected activities in the Spotlight Initiative workplan across all IPs. This is because the Uganda government declared a total lockdown, restricted movements, instituted a mandatory curfew between 6am and 7pm and banned gatherings in a bid to prevent the spread of the COVID-19 virus. Subsequently, there arose reports of 1) alarming rise in domestic abuse in

the context of COVID-19, 2) shifting frontline service priorities, 3) food insecurity, and 4) diminishing resources escalated existing risks and rates of intimate partner violence and other forms of violence against women and children in Uganda. Notable reduced incomes due to the temporary closure of businesses and a ban of public transport also placed women and girls at greater risk of exploitation and sexual violence as they resorted to risky means of survival. Life-saving care and support for survivors of SGBV and VAWG (*e.g*., clinical management of rape, mental health and psychosocial support), safety, security and access to justice was disrupted when service providers became overburdened and preoccupied with handling COVID-19 cases. The government then focused on shifting national resources to the management of COVID-19 whilst paying less attention to GBV cases – another growing pandemic that arose post COVID-19.

Social workers were not initially considered as critical staff in the national COVID-19 response and were locked at home like anyone else. This also meant that the Child Helpline had to be closed. The Spotlight Initiative engaged government, which eventually included the social workers among the critical staff, including joining the District COVID-19 response Task Forces. They were thereafter allowed to operate to follow up and support cases of violence against children and women.

In consultation with the MoGLSD, the Spotlight Initiative team reviewed the workplan for 2020 and identified several priority areas to include; (1) Ensuring continuation of essential GBV, VAC, and SRH services, including through adapted delivery modalities (reporting, referral and case management, psychosocial support, health/SRH services, legal, security, shelters and alternative care for children); (2) targeted and inclusive participatory communication that specifically address prevention of VAWG/C in the context of COVID-19, as well as where to call or access essential services; (3) strengthening the role of women and the women's movement in the COVID-19 response at all levels; (4) ensuring that ongoing coordination, monitoring and data on VAWG/C at all levels is recorded; (5) mitigating the economic impact of COVID-19 on women, children, and vulnerable groups.

Some of the corrective measures implemented include the following:

- The MGLSD led the formation of a COVID-19 Sub-Committee on GBV and VAC to provide policy guidance, strengthen leadership, management and coordination of multi-sectoral and multi-stakeholder response to cases of GBV, VAC and associated effects during and post COVID - 19.

- The Spotlight Initiative Programme supported government, civil society, and private sector to adapt approaches to address harmful norms and prevent incidents of violence and sexual exploitation and abuse (SEA), provide psychosocial support, monitoring, and referrals in the context of COVID-19 to the total value of $550,828. As result of this investment, a legal aid toll - free line 08000111401 was launched to support women and girls with legal aid services. RUNOs also report that the Uganda Police Force was assisted to set up a GBV toll free line which improved access to police services. This investment strengthened the referral pathway for services in many districts. From 4th May to 31st December 2020, the GBV call center received and recorded 1,645 cases/incidents. Of those, 1,173 calls came from female clients while 472 calls came from male clients respectively

- This came at the time when there was closure of justice institutions during COVID lockdown. The Call centre has provided on-spot legal advice; psychosocial counselling and referrals to 38 (31F;7M) survivors from 11 districts with 20 cases closed and 18 ongoing.

- Upon request by the MGLSD and in consultation with the European Union and the Spotlight Initiative Secretariat, the RUNOs and RCO identified and re-programmed $365,000 as a contribution to sustain 16 GBV Shelters for six months.

- As part of the SRHR response to COVID-19, Spotlight Initiative partnered with private sector actors through the Uganda Aids Information Centre and Ministry of Health to support continuity of essential Sexual and Reproductive Health and Rights (SRHR) services in Kampala using the Safe - Boda programme.

- To ensure that no one was left behind, the Spotlight Initiative worked with senior women and male teachers to provide home and community-based support to the most vulnerable adolescents through door- to- door outreaches and referrals to other services.

- With the ease in lockdown and continued advocacy from the RUNOs, the judiciary - initiated court sessions prioritising child victim cases and ensuring children could get justice without exposure to COVID 19.

- The Spotlight Initiative team and the MGLSD & MOH were engaged to ensure continuity of essential health & social services through the development of remote training and materials for quality of care, and inclusion of social welfare work force as part of the essential service work force. Social Welfare Workers were initially not considered part of the government critical staff in the early stages of the COVID-19 lockdown measures. High level advocacy resulted in Cabinet approval and inclusion of the Social Welfare workforce among the critical government staff to continue providing services to the public. They were also included in the District COVID-19 task forces which coordinated and executed responses.

- Community engagement activities were impacted by restrictions on movement and gatherings. This was mitigated through alternative methods such as U-Report (a free SMS based mobile application used by over 350,000 registered Ugandans across the country), to make reports in real time on issues affecting them and their communities. Radio and social media were also used to deliver key messages using interactive platforms to receive public feedback on the various GBV/VAWG/HP topics. Other innovations to mitigate and sustain delivery and access to essential integrated GBV/SRHR services included Centers4Her and Puliddawo, GETIN, SafePal, Safe Boda partnerships, fuel vouchers for outreach, and remote capacity building on continuity of essential services. These are social media applications developed and rolled out on smart phones for communities to report crime, access lawyers, or quick public motor bicycle transportation to health facilities to access SGBV services[6].

- In addition to the criticality assessments and flexibility in reprogramming for COVID – 19, the EU Delegation in Uganda contributions were not limited to the Spotlight Initiative, but went beyond to support humanitarian interventions to provide protection, shelter and multi-purpose cash assistance to address basic food and non-food immediate needs, primary healthcare, access to safe water and sanitation services, and education assistance to refugees and their host communities.

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[6] innovative approaches such as GetIN and Safepal for gender-based violence case management, reporting, and knowledge generation (UNFPA); SafeBoda's aim is to modernize informal transportation and ensure safe access to mobility (www.safebody.ug.com)

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Key findings:

- The Spotlight Initiative CPD was signed late into the 3rd quarter of 2019 and that affected inception and onboarding of Implementing partners, hiring staff and identifying key partners for core areas by some RUNOs

- National elections and subsequent 2-month Internet shut down in Uganda affected Spotlight Initiative implementation as government priorities and capacity building initiatives under the Spotlight Initiative were postponed to the future.

- Natural disasters (locusts invaded Karamoja), Ebola outbreak in DR of Congo affected work in Kasese district and floods that swept away homes and a hospital in Kasese significantly affected implementation as local governments in these regions shifted attention to the humanitarian crisis.

- COVID-19 was a major disruptor of the Spotlight Initiative implementation plan and new workplans had to be drawn to support the government and communities suffering because of the pandemic and government restrictions to stop the spread of the same. Innovative ways of work and significant investments were made into COVID-19 response activities.

- The EUD played an important role during the adaptation of the Spotlight Initiative programme after the occurrence of the natural disasters and the COVID-19 response.

Recommendations

- Document good practices and have learning/sharing meetings inter-region for IPs and stakeholders. The North of Uganda can learn from what worked in West-Nile and the same applies to those in Kampala vis à vis those in Kyegegwa.

- It is important to mainstream VAWG responses across programming including for climate and/or natural related disasters when VAWG levels are likely to increase.

- COVID-19 disrupted the CPD workplan, but also brought innovations to achieve outputs which should be incorporated into Phase II plans

10A. How effectively is the Initiative managed? **10B. How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate?** **10C. How effectively is the Programme managed? Are the National Steering Committees functioning efficiently and in line with Spotlight principles?**	☒ Very Good – Good ☐ Problems ☐ Serious deficiencies

National Joint Steering Committee

The Spotlight Initiative is governed in accordance with the existing coordination mechanisms in Uganda while aligning to the global coordination arrangements. Uganda already has a comprehensive management structure under the UNDAF replaced by the current USDCF as well as structures for the UN Joint Programming and Joint Programmes on gender equality and women's empowerment (GEWE), GBV and harmful practices. The structure includes a National Joint Steering Committee chaired by the Permanent Secretary MGLSD and the UN RC, the Core Management Team, and Outcome Results Groups. Efforts have been made to avoid duplication and overlap with existing structures, but rather work largely within the UNDAF framework.

Figure 3. Spotlight Initiative governance structure
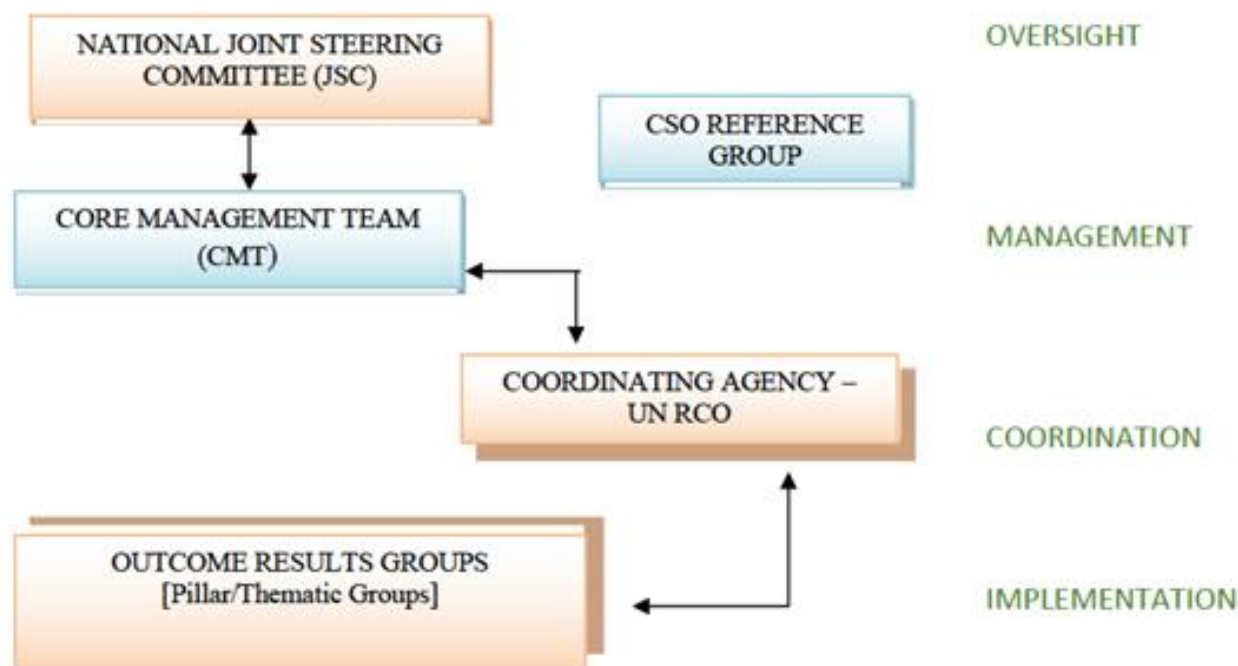
The National Joint Steering Committee (JSC) provides the national oversight of the programme and is co-chaired by the Permanent Secretary, MGSLD, and the UN Resident Coordinator. The Head of the EU Delegation in Uganda sits in the meeting as the development partner. The JSC is credited for the approval of the 2019 Work Plan and Budget and its amendments; Clarification of the roles of the Civil Society National Reference Group; Close coordination between the District Local Government and civil society organisations working in districts on GBV issues; provision of timely feedback and timely coordination between the MGLSD, EU and UN and brought the President to launch the Spotlight Initiative. Most KIIs were familiar with their work and the online survey rated them as effective (see question 8). The NJSC budget is incorporated into the monitoring function of the RCO's budget, and their oversight function is conducted through the UN agencies and the Ministry of Gender who present progress reports and budget reviews at the scheduled meetings. Members of the NJSC however have mentioned that they believe it would be useful for NJSC members to participate in field monitoring of activities to ensure proper oversight.

Civil Society National Reference Group

Given the crucial role of civil society in the success of the Initiative, a Civil Society National Reference Group (CSNRG) has been identified to serve as an institutional mechanism to provide advice and advocate for the achievement of results envisioned under the Uganda Spotlight Initiative CPD. The CSNRG has been constituted in line with the leaving no one behind principle. Even though there are gaps in relation to representation of groups of women and girls facing multiple and intersecting forms of discrimination, there are efforts to bring on-board women with diverse experiences relevant in the national context. This twelve – member permanent CS-NRG was established in the last quarter of 2020. They have already met 3 times in the two months that they were constituted. A workplan was developed immediately upon constituting the executive, and the focus is on oversight of the 6 months carry over workplan, monitoring pillar meetings for delivery, and engaging CSO IPs on tracking delivery. The RCO budget includes a line for support to the CS-NRG with an annual budget of USD 4,000 for the implementation of their work plan. Although the CS-NRG was not able to input into the acceleration plan, their first action was to convene themselves to unpack the carry over workplan shared with them to determine their role

in monitoring effectiveness and efficiency of its implementation. The online survey results indicate that the CSO Reference Group has a pivotal role in the implementation of the Spotlight Initiative.

United Nations Resident Coordinator – the Coordinating Agency

In line with UN Reforms, the Resident Coordinator's Office (RCO) supports the overall coordination of all participating UN agencies, and strengthen synergies with existing UN Joint Programmes: End Child Marriage (ECM) and Female Genital Mutilation (FGM). The UN Resident Coordinator (RC) further provides leadership and oversight to ensure that the Spotlight Initiatives is on track, results are being achieved, and RUNOs are meeting their obligations. Together with the United Nations Country Team (UNCT), the RC provides the strategic guidance necessary to ensure that the Spotlight Initiative is aligned to the national development priorities and the UNDAF outcomes. The Resident Coordinator exercises her authority by co-chairing regular Joint Steering committee (JSC) meetings.

A Programme Coordinator supported by an M&E Specialist and a Communications Specialist based in the RCO coordinate the implementation of the Spotlight Initiative Programme in Uganda and ensure technical coherence. This team is complemented by additional technical expertise in programme and operations within the RUNOs to substantively lead the implementation of specific outcomes. There is no administrative or finance assistant fully dedicated to the Spotlight Initiative, which would be expected for a programme of this size. Furthermore, the coordinator has no direct access to senior personnel in agencies to push for delivery or reports. These issues need to be brought to RC, but often require a prompt response. There is no single person appointed for technical coherence, instead the RUNO lead agencies are expected to provide technical coherence for the pillars they lead. Within the RCO there is close collaboration between the Spotlight Initiative Programme Coordinator, the Gender advisor and the Prevention of Sexual Exploitation and Abuse Specialist, where some activities are implemented jointly or in close collaboration, for instance the establishment of the Council of Traditional Leaders in Africa Uganda Chapter, International Women's Day commemorations and 16 Days of Activism activities.

Core Management Team

The Core Management Team (CMT) comprises of the Programme Coordinator, the Monitoring and Evaluation and Communications Officer at the RCO's office and are charged with the obligation to oversee programme implementation and make recommendations on the technical/operational issues required to manage the IPs. The CMT provides expert advice and support on issues of EVAWG and makes recommendations to the NJSC on technical matters, including fiduciary issues and when required support the Spotlight Initiative team on issues of joint programming. It undertakes due diligence screening of budgetary requests. The role of the CMT is to:

- Ensure UN Systems coherence;

- Ensure harmonization of results in relation to the UNDAF outcomes;

- Ensure harmonization of procedures and guidelines for joint programming.

- Ensure the achievement of programme outputs and outcomes; and

- Identifying joint monitoring activities and propose a consistent calendar for the joint monitoring missions to take place.

According to the KII and document review, the CMT is executing this role adequately.

Programme Reference Group

The CMT works closely with the Programme Reference Group (PRG), comprising Deputy Heads of Agency, which provides quality assurance and UN systems coherence. Under the UNDAF, the PRG serves as an

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advisory group, "responsible for the horizontal programme oversight and management," and supports joint programmes to ensure coherent programming initiatives.

Implementation and Technical Cohesion: Outcome Results Groups

Implementation of each outcome area is coordinated by a lead agency for the respective outcome area. The lead agency was selected based on each agency's expertise and capacity, and to align with and benefit from the support of Outcome Results Groups (ORGs) established under the UNDAF 2016-2020. The ORGs are "mechanisms organized to contribute to specific UNDAF Outcomes and the drive all UNDAF process and reporting, through coordinated and collaborative planning, implementation, monitoring and evaluation." The ORGs were designed to coordinate joint activities and JP and are key to the Delivering as One (DaO) structure. The ORGs ensure technical level cohesion across UN programming in the specified outcome area, including under the Spotlight Initiative.

Technical Support: Technical Support Teams

The Spotlight Initiative benefits from existing technical support mechanisms under the UNDAF. These are:

Communications: Spotlight Initiative Communications is coordinated by an RCO-based Communications Specialist. She works through and benefits from the UN Uganda Communications group established under the UNDAF. The UN Uganda Communication Group, with representatives from all UN agencies, meets monthly – the RCO communications specialist is the standing secretary – and is responsible for jointly developing common messaging and products, including for Joint Programmes. The Communication Specialist and the Communication Group ensure high quality, coordinated and coherent messaging on the Spotlight Initiative.

Monitoring, Evaluation, and Knowledge Management: Spotlight Initiative Monitoring and Evaluation is coordinated by an RCO-based M&E Specialist. He works through the UN Monitoring and Evaluation Group. The M&E Group includes M&E specialists from all UN agencies and under the UNDAF is jointly responsible for "overall results monitoring for output, outcome, and strategic intent level" and for reporting. The M&E Group has the responsibility of monitoring Spotlight Initiative programme results and reviewing all programme implementation documents, including annual workplans before they are submitted to the PRG for review. Spotlight Initiative is also leveraging the existing Uganda Knowledge Management (KMS) platform operated by the RCO, to support the consolidation and synthesis of information to fulfil programme reporting requirements and generation of lessons learnt.

Operations Management: The Operations Management Team (OMT) chaired by UNICEF and WFP Country Representatives provides quality assurance on fiduciary and other operational matters, pertinent to the effective implementation of the Spotlight Initiative programme.

Global Spotlight Initiative Secretariat

RUNOs mentioned that they received technical support from the global Secretariat when designing and writing the country Spotlight Initiative Programme. The Spotlight Initiative global team has supported the Uganda team with integration of GBV aspects in country programmes and LNOB principles, financial management, Monitoring and Evaluation and the role of civil society. The global Secretariat also routinely provided feedback and guidance on periodic reports submitted by the country team. The support is considered adequate and received in a timely manner.

Key findings:

- The NJSC meets to provide oversight to the Spotlight Initiative CPD, approvals of budgets for interventions, monitors and evaluates implementation of the Spotlight Initiative Programme in

Uganda. Members of the NJSC would like to participate in the field monitoring of activities to ensure proper oversight of the programme.

- CSNRG is relevant but constituted at the tail end of Phase I - it thus did not have any influence on the activities of Phase I. A budget of $4,000 has been carried over and allocated to CSNRG to implement workplan carried over from Phase I.

- The management structure of the Uganda Spotlight Initiative programme is appropriate and adequate. The Spotlight Initiative Programme Coordinator is located in the Office of the Resident Coordinator and operates through designated UN agency Focal points and Pillar Leads on the 6 outcomes using the platforms of the Core Management Team meetings and Pillar meetings. However, lack of access by the Technical Coordinator to supervisor level staff in the RUNOs reduces the scope to push for timely delivery on time sensitive deliverables.

- Support received from the global Spotlight Initiative Secretariat is considered adequate and received in a timely manner.

Recommendations

- RUNOs should facilitate direct access of the Technical coordinator to Deputies/Heads of Programme to assist with coordinating/monitoring outcomes progress with Pillar leads.

- RUNOs and Core Team to consider inviting members of the NJSC to field monitoring visits to ensure they can fulfil their oversight function correctly.

11. Are the chosen implementation and coordination mechanisms (a "new way of working", in line with UN Reform) contributing to greater efficiency?	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

In the spirit of working as One UN team under UN Reform, the leadership of the Resident Coordinator in providing the convening power across all UN agencies of the UN Country Team as well as coordination and harmonization is critical in promoting compliance with delivery milestones while maintaining a strong emphasis on the accountability for implementation. Implementation is therefore monitored through UN Outcome Results Groups [Pillar/Thematic groups] who have scheduled monthly meetings preceding the CMT meetings. Thematic synergy on joint programmes is achieved through the membership of the CMT in the Gender Based Violence Reference Group and the Gender and Human Rights Working Group, which provide a mechanism to oversee technical coherence.

Of the 25 UN staff who participated in the survey, 24 agreed that this new way of working is leading to greater efficiency, while one person was undecided. There is also positive feedback from survey respondents about the new way of working by RUNOs. The achievements thus far are credited to their ability to jointly work together in the intervention districts.

"*there is good collaboration and coordination among RUNOs under the RCO leadership*" – Online survey comment

"*They have demonstrated a lot of commitment*" - Online survey comment.

However, some areas especially in terms of administration of coordination processes could still be improved. The weight of internal inter-agency procedures and reports persist and that makes it hard for

individual agencies to sustain the commitment to the Spotlight Initiative. Whereas there is generally positive feedback from implementing partners on the value of "working as one", there are also frustrations that came up when RUNOs competed for visibility and acknowledgement before IPs and government agencies.

"There is still room for improvement to strengthen coordination" -Online survey response.

"Coordination of all interventions should be strengthened and feedback on actions shared so that all stakeholders are aware of what is happening in the various pillars and with actors on the initiative." - Online survey response

Other stakeholders interviewed generally find that the process of working together is going well. However, one MDA commented that RUNOSs each implement internal workplans and seek to be acknowledged as individual agencies as opposed to one UN.

Key findings:

- According to UN representatives, the new way of working under 'one UN' has illustrated greater efficiency of outcome results. However, some coordination processes including communication, cross-learnings between RUNOs and joint planning to avoid duplication of efforts when approaching IPs for partnerships could be further improved.

Recommendations

- Continue to strengthen coordination of Spotlight Initiative programme internally amidst RUNOs. For example, jointly approach a partner with a single MoU as opposed to multiple agreements between the UN agencies and one IP.

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D. EFFECTIVENESS

12. Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?

☒ Very good – Good

☐ Problems

☐ Serious deficiencies

There is significant progress in each outcome conforming to the workplan approved by the national JSC and the OSC. The quality of outputs is satisfactory and is likely to lead to expected outcomes but challenges arising should be looked at as opportunities that can be addressed in Phase II.

A key milestone noted through all KIIs and affirmed by the Spotlight Initiative Baseline released in February 2021 is that there is a remarkable improvement in awareness and reporting of cases of GBV in the intervention districts. The baseline conducted between August 2020 and November 2020 in Spotlight Initiative intervention districts notes that 33.2% of the respondents to the Spotlight Initiative baseline survey were aware of emotional violence; 38.3% were aware of physical violence and 46.8% were aware of sexual violence. On the traditional practices, 66.3% of the women and 72.6% of the men in the intervention districts were aware of traditional practices that are harmful to people they are practiced on. The communities can now call out some of the practices and the "bad things" about those practices. Child marriages were mentioned most times by 56.7% of the women and 54.2% of the men in the intervention districts. FGM was mentioned by 21.4% of the women and 24% of the men. 65.2% of the women and 71.4% of the men correctly mentioned 18 as the age below which a girl should not be married off.

The table below presents the key achievements and issues arising.

Table 5. Key achievements and obstacles per outcome

Pillars	Key achievements in Phase I	Issues arising / obstacles to address in Phase II
Outcome 1	• The National Child Policy was approved and Launched; • Important progress has been made on the Marriage Bill, Legal Aid Bill, and Employment Amendment Bill 2019; • Overall, capacity of 253 (247F, 6M) advocates were enhanced. These include 27(21F, 6M) MPs whose capacity were strengthened on advocacy strategies on how to lobby the speaker and the parliament counterparts to pass the pending bills. In addition, capacity of 226 (226F, 0M) women rights advocates were enhanced to enact pending bills, demand for safety and protection of women and accountability from stakeholders especially during the COVID-19 lockdown. • Two key bills were passed into law: Human Rights (Enforcement) Act1 and Administration of Judiciary Act. Parliament published two target bills for final public comment, which is one of the final milestones towards passage.	• Capacity of new MPs and politicians in district committees must be built afresh as many representatives lost elections and newer faces are to determine outcome of pending Bills.
Outcome 2	• The UN in Uganda supported the National Planning Authority (NPA) and the MGSLD to	• Phase 2: UN Women and UNFPA to follow up findings of budget analysis and

		review sectoral and local government performance towards gender and equity under NDP I and II, in planning, budgeting, performance monitoring and execution of services within ten sectors. This – coupled with an extensive diagnostic study conducted by the EU on NDP I and II on the implementation of gender equality – provided necessary data and analysis on the inclusion of gender equality in the NDPIII. Spotlight is now supporting a deeper analysis, specifically of interventions towards ending VAWG and HP and promoting SRHR in all 17 sectors and the development of a strategy and recommended priorities for integrating these issues in NDPIII.	integration into the NDP III and work of the NPA, MoGLSD and MoFPED.
		• Progress was also made towards developing high-quality, integrated curriculum for key duty bearers on GBV and VAC. This included supporting the Judicial Training Institute (JTI) and the Centre for Domestic Violence Prevention (CEDOVIP) to develop a comprehensive training curriculum for judicial officers on multiple forms of VAWCG/. It also included integrating SRHR and supporting the Office of the Directorate of Public Prosecutions (ODPP) to draft a prosecutor handbook on SGBV. Spotlight has also initiated planning discussions with the MGLSD and Ministry of Local Government (MoLG) for strengthening the social service workforce in Uganda.	
Outcome 3	• To promote gender equitable norms and behaviours, local and national implementing partners were trained on the SASA! methodology, with community-based implementation to begin in three new districts in the third quarter and to continue in refugee settlements. Complementary activities and campaigns were also initiated during the reporting period, including with:	• COVID-19 restrictions were a major limitation to public gatherings. Phase II to consider innovations for scaling up interventions as well as scaling up of services.
	• Children and youth, including strengthening the Ministry of Education and Sports' (MoES) Reporting Tracking Response and Referral Guidelines (RTRR) and Child Friendly Schools model to address VAC in schools and implementation of the Girl Shine methodology and formation of anti-GBV clubs to address violence against girls in refugee settlements.	• All these very good initiatives need to be followed up by specific (sustainable) actions to continue the important work.
	• Religious and cultural leaders, who reached near 3,000 people directly and another five million through radio talk shows.	• No progress was observed on the Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG 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, within the last year. This needs specific attention in Phase 2
	• Men and boys, including through formation of four Male Action Groups and the identification of 70 male models; and	• Phase 2: support to the implementation of SE in schools
	• The Uganda Police Force, who engaged 190 male boda-boda riders in HeforShe dialogues.	

	• In addition, 75 communities in Kasese District renounced child marriage and 36,000 people in refugee and host communities were reached through various awareness raising and norm change activities. To generate evidence to inform prevention strategies, two studies were close to completion: a rapid assessment on Knowledge, Attitudes, Practices and Behaviours (KAPB) and a qualitative research and desk review on information and knowledge gaps and social norms, attitudes and practices that perpetuate the social tolerance for violence and discrimination against women and girls. • The MoES launched the in-school national sexuality education (SE) framework in 2018. During the reporting period, Spotlight supported ongoing integration of SE resource and training materials into the school curriculum and continued to engage with the different religious denominations in the country to enhance support for understanding of the SE framework. National SE guidelines for out-of-school youth were developed and harmonized with the National Parenting Guidelines and were awaiting approval by senior management of the MoES.	
Outcome 4	• Development of general family planning guidelines, a referral guide for health workers, a mental health protocol, and a costed plan for development of assistant district social welfare officers. Spotlight Initiative also achieved a key step towards ensuring gender-sensitive and child-friendly investigation processes, with the drafting of the Uganda Police Force's Standard Operating Procedures on investigation and handling of GBV/VAC-related cases. These were expected to be completed in the third quarter. • The Spotlight Initiative also supported service provision for survivors in target districts: it supported the operations of the Child Helpline (CHL), whereby 97 cases of VAC were reported to the CHL and referred for services in Spotlight Initiative target districts, while district service providers in Kasese managed nearly 500 walk-in cases of VAC. Three integrated SRHR services outreaches were conducted in Kyegegwa and Amudat Districts, reaching more than 1,200 women, men and youth. Four midwives were placed in two refugee settlements, along with 24-hour ambulance services, through which 84 emergency referrals were made, including 11 obstetric	• Challenge arose with multiple data collection tools and information systems. Phase II to focus on harmonizing data collection for GBV indicators and systems.

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	emergencies. More than 300 victims received access to justice services through mobile legal aid clinics and mobile courts, with legal awareness raising reaching an additional 1,500 youth and adults. Over 500 survivors in refugee settlements gained knowledge on how to maintain and promote mental health and psychosocial wellbeing through psychoeducation and counselling.	
Outcome 5	• Spotlight Initiative supported the Uganda Bureau of Statistics (UBOS) and the National Planning Authority (NPA) to harmonize and integrate VAWG/HP and SRHR questions into the Community Information System (CIS), which will enable the generation of district prevalence data on VAWG and SRHR indicators. A multi-sectoral Technical Working Group (TWG) was formed to technically support the integration process.	• No information on the indicator "5.2 Publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide at the country level" available • Multiple information systems and data collection tools for GBV data
Outcome 6	• Identified seven networks and umbrella organizations to partner with to advance the women's movement in Uganda. • Supported the Uganda component of a regional mapping of discrimination against women and girls with disabilities. This study provided evidence and baseline information for CSOs, such as the National Association of Women with Disabilities of Uganda to engage as rights holders and to demand accountability from national duty bearers as provided for under domestic and international frameworks. • Mobilized CSOs to sign a petition decrying the violence and gross violations of women's rights by security forces; • Provided leadership and guidance for engendering the national COVID response; • Led advocacy efforts that highlighted the unique needs and abuse of vulnerable groups, including PLWHIV, PWD, sex workers, and market women;	• Indicator 6.1.1 Number of jointly agreed recommendations on ending VAWG produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination, within the last year was not achieved. • Government censorship of women's movement activities. In 2020, the Uganda government froze bank accounts of the Uganda Women's Network (UWONET) a Spotlight Initiative IP and JSC member without cause. It was alleged that UWONET's civic activities to encourage women's participation in the election were anti-government. Phase II should focus on strengthening women's movements identified to be able to work beyond government censorships.

Key findings:

- There are significant achievements in each outcome that are satisfactory and indicate that the programme is on track to achieve the programme outcomes (see table 4).

- However, critical incidents also took place. Government censorship of women's movement activities led to freezing the bank accounts of the Uganda Women's Network (UWONET) a Spotlight Initiative IP and JSC member without cause. It was alleged that UWONET's civic activities to encourage women's participation in the election were anti-government.

- The 2021 elections and change of political leaders means that these may have to be trained and influenced to buy-in into the programme. This, however, also brings an opportunity to further contribute to a mindset change in relation to VAWG.

Recommendations

- Phase II actions should map and target new political leaders early to support buy-in and smooth implementation of the Spotlight Initiative CPD.

- Document good practices resulting from COVID-19 innovations and share lessons for implementation into phase II.

- The materials developed during Phase 1 need to be followed up by actions using the materials (eg guidelines for SE: phase 2 support the implementation of SE).
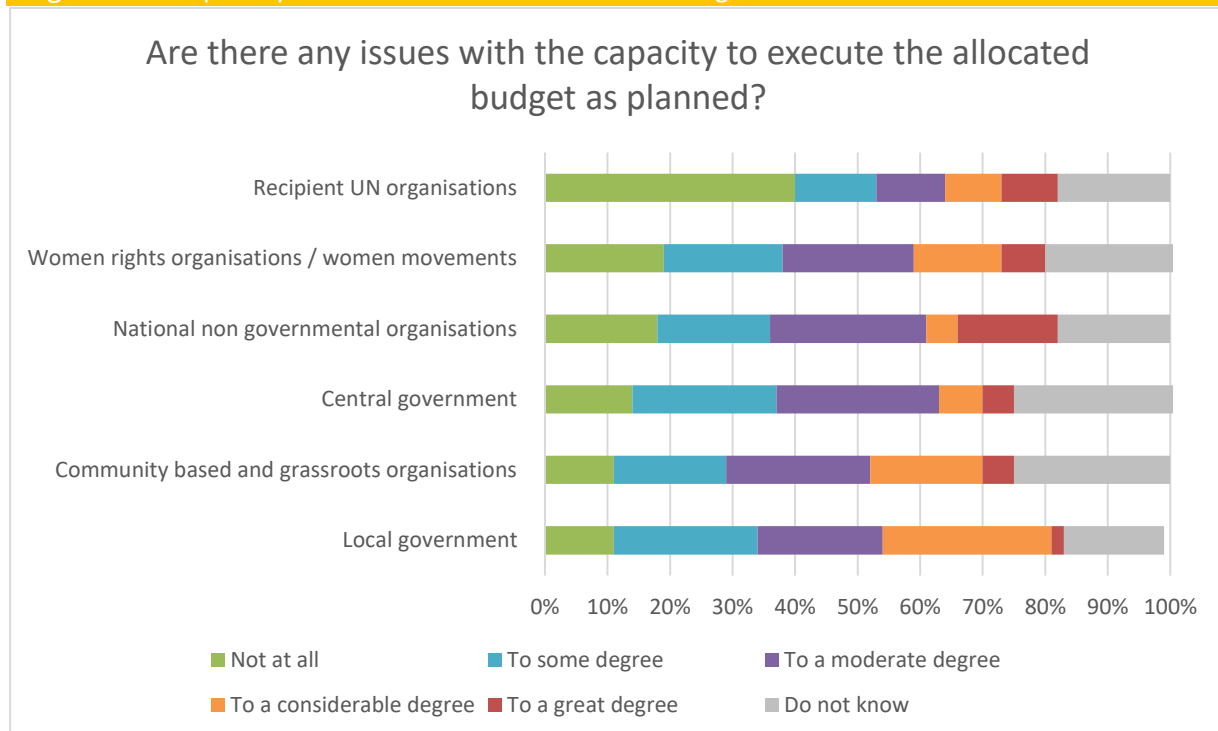
13. Is the absorption capacity of the Government, implementing partners or RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?	⊠ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

Although challenges to implementation including COVID-19 restrictions, natural disasters, delayed approval of workplans and late disbursements of funds from UN agencies to government and IPs occurred, no notable challenges with absorption of financial resources were observed. After the un-planned events had happened, consultations were made, plans re-adjusted, no cost extensions were given to IPs and stakeholders and the bulk of resources were consumed.

Government

The capacity of the central government is generally perceived to be adequate, as such the government is also the main implementing partner of the programme. The capacity at local level, however, is more limited and staff at local government level are overstretched with responsibilities, which makes it often difficult to provide adequate support.

RUNOs

The RUNOs have the technical capacity and experience to oversee the implementation of the Spotlight Initiative. At the same time RUNOs have mentioned that the available staff is not sufficient because the workload is higher than anticipated. For example, the RCO's office team has requested the recruitment of a finance specialist to manage budget specifics for the entire programme. This will ensure that over and under expenditures are monitored during programme implementation. Furthermore, the Spotlight Initiative team in Uganda has difficulties accessing Spotlight Initiative information from UN agencies, in

particular related to finances. For instance, the Spotlight Initiative coordination team faces difficulty in getting the financial reports on time due to the fact that finance specialists in the various agencies have the Spotlight Initiative related financial management and reporting as an add-on activity to his/her existing tasks of agency specific financial project portfolio management. Hiring additional human resources, however may not be feasible within the current budget, taking into account that the programme management costs are limited to 18% of the total budget of which 61% was already allocated for staff and personnel.

Implementing partners

The MTA though noted that for many IPs resources were utilized and capacity for scale-up was evident. In particular national level CSO have adequate capacity, but also women rights organisations are seen to have adequate levels of absorption capacity according to the results of the online survey.

Figure 4. Capacity to execute the allocated budget

Are there any issues with the capacity to execute the allocated budget as planned?

Legend: Not at all / To some degree / To a moderate degree / To a considerable degree / To a great degree / Do not know

Key findings:

- Absorption capacity among the main implementing partners is adequate, however, local government counterparts are overstretched and may require additional (human) capacity.

- The RCO' team has requested the recruitment of a finance specialist to manage budget specifics for the entire programme. This will ensure that over and under expenditures are curbed and monitored during programme implementation. Furthermore, the Spotlight Initiative team in Uganda has difficulties accessing Spotlight Initiative financial information from UN agencies in the country.

Recommendations

- RUNOs to consider harmonizing contractual and working models with Government and CSOs partners. More concrete measures for delivering as one could include launching joint calls for proposals, developing joint reporting templates and mechanisms for each pillar and sharing lessons of good practices in terms of procurement, contracting and working models to avoid duplication of efforts when approaching a single partner for MoUs or partnerships to implement an activity.

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- RCO and RUNOs to review if a financial/admin assistant can be recruited to support the financial management and oversight of the programme.

14A. Has the Initiative's implementation and results achievement gone according to workplan approved by OSC? 14B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?	☒ Very Good – Good
	☐ Problems
	☐ Serious deficiencies

The implementation of the activities has gone according to the approved workplan. We have analysed progress against the results framework for 2019 (Year 1) and 2020 (Year 2) - obtained from the SMART platform through the Spotlight Initiative Secretariat. Delays in the early stages of implementation have led to an underachievement of outputs in 2019. The analysis reveals a low achievement rate for Outcome 1 and 3, while the results for Outcomes 4, 5 and 6 were acceptable and results for Outcome 2 were satisfactory. In 2020, more than 60% of the outputs were achieved for Outcome 1, 2, 3 and 4, while the milestones achieved for Outcome 5 and 6 remained below 50%. Graph 4 and 5 below summarise for each result the percentage of outcome and output indicators that were fully achieved (green), ongoing (more than 50% achieved, yellow) and not achieved (less than 50% achieved, red) and those for which no data was available or not applicable (NA) because there was no target for the year (grey colour). The overview of the achievements is available in annex 3.
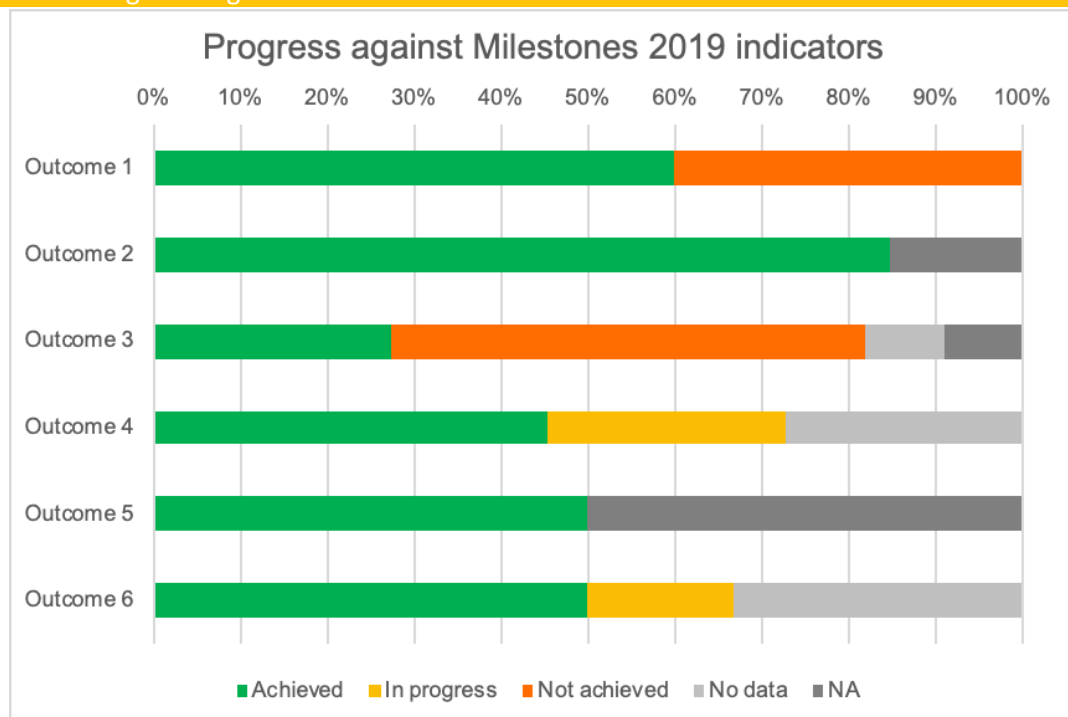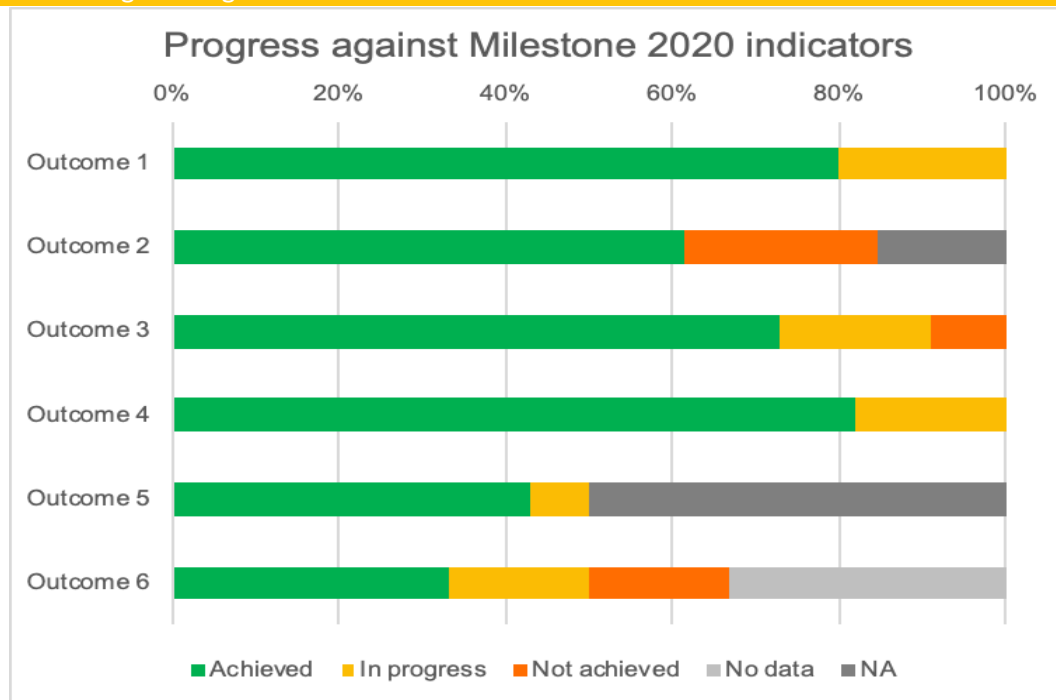
Figure 5. Progress against 2019 milestones

Progress against Milestones 2019 indicators

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Figure 6. Progress against 2020 milestones

Progress against Milestone 2020 indicators

Legend: Achieved, In progress, Not achieved, No data, NA

Besides the delays mentioned in question 9, another issue which has caused delays according to the implementing partners are delays in disbursement to IPs due to long approval process for IP budgets. "*The delayed process in the disbursement of funds due to the many procedures followed. There is need to ensure timely disbursement of funds to enable smooth running of project activities.*" Online survey comment. This concern was mentioned by some IPs but not by all. While this is a valid concern, the MTA could not ascertain to what extent this has caused delays.

Key findings:

- The Spotlight Initiative CP has made good progress against the indicators especially in 2020 on outcome 1, 2, 3 and 4.

- The progress for outcomes 5 and 6 is less strong, but in outcome 5 this is mostly because the Spotlight Initiative did not envisage making any progress on outcome indicator 5.2. (i.e., publicly available data on different types of GBV). There were no baseline data with which targets were based in outcome indicator 5.2 but a baseline study with clear indicators has been made for Phase II.

- In addition to delays caused by political, institutional and sanitary reasons (as discussed in question 9), delays in approvals of budgets were said to have contributed to delays in disbursements of funds. The MTA could however not ascertain to what extent this has contributed to delays in implementation.

Recommendations

- RUNOs to consider reviewing approval procedures for resources to IPs to ensure expedited funds allocation to stakeholders of the Spotlight Initiative Programme.

E. SUSTAINABILITY

15. Is sufficient capacity being built so that local actors (particularly CSOs, the women's movement and groups representing women and girls that face intersecting forms of discrimination) will be able to manage the process by the end of the Initiative without continued dependence on international expertise?

☒ Very Good – Good

☐ Problems

☐ Serious deficiencies

The Spotlight Initiative programme does not have a documented sustainability and exit plan but is counting on the integrated plan built within the CPD to be implemented. The CPD envisages that to support sustainability and accountability, Spotlight Initiative will:

- In coordination with Pillars 2 and 6, strengthen CSOs capacity to review sector plans and budgets and social accountability mechanisms at national and sub national level to hold MDAs accountable for implementation and to advocate for VAWG/HP-related legislation.

- In coordination with Pillar 3, strengthen cultural and religious institutions knowledge of national laws and frameworks, harmonization of cultural and religious laws with these frameworks, and mobilization to hold government accountable for enacting and implementing VAWG/HP-related legislation, in line with human rights standards.

- Pillar 2 interventions also directly relate to sustainability by (i) strengthening multi-sectoral mechanisms at national and subnational levels to oversee financing, accountability, and implementation of VAWG/HP and integrated SRHR policy and legislation, (ii) strengthening the MDAs and local government tools and capacity for participatory-planning, gender-responsive budgeting (GRB), oversight and accountability.

As observed in question 12 and 14, capacities of CSO and government counterparts have been strengthened, in particular for Outcome 2. Good progress is also being made in Outcome 3 and 6. Under Pillar 6 the Spotlight Initiative is contributing to the strengthening of the women's movement in Uganda. For instance, the women's movement through Spotlight Initiative's support has demonstrated innovation and ability to adapt to emergency situations, including developing mechanisms to ensure service provision and social protection to women from vulnerable groups, such as refugee women, women living with HIV/AIDS, women with disabilities and sex workers among others. Collective action led to a petition protesting the general violence and specific gross violations of women's rights by security forces during the 2021 Presidential and Parliamentary election season. This brought the issue of women and security to the attention of policy makers, as a result women's human security was incorporated into the UNSDCF Strategic Priority on Transformative Governance. Women's CSOs have further been supported to combine resources across joint programmes on VAWG to respond to the unique needs and abuse of vulnerable groups, including PLWHIV, PWD, sex workers, and market women. Resource allocations were mobilized for women and girls in Kasese district who were experiencing the combined tragedy of COVID-19 and floods.

While good progress is being made, the majority of indicators and milestones set out to achieve under Pillar 6 are still behind.

The strong engagement of the government at central and local level, is also seen to create favourable conditions for a sustainable approach.

"We do not have a documented sustainability plan but the capacities being built to do work, the structures being strengthened by the government, laws and policies being enacted to eliminate VAWG

will remain long after the Spotlight Initiative CP. This the government will implement as a sustainability plan." – KII with Local Government, Kitgum.

Furthermore, aligning the programme with the existing Outcome Results Groups (ORGs) ensures sustainability of the Spotlight activities in Uganda (see question 2 and 10). However, survey respondents also indicated that even more can be done to strengthen the sustainability of the programme:

"*Joint monitoring should be promoted more. Districts should be further helped to prioritize and plan for prevention of VAW/C in their normal programme cycle, for sustainability*" – online survey comment

"*The Programmes need to better align itself to the National Development Plan and its intended results should fit into the broader government results. Secondly, there is need for greater investment in strengthening Government structures for sustainability*" – online survey comment

Key findings:

- No documented sustainability and exit plan have been developed.

- Spotlight Initiative has in-built sustainability plan being cautiously implemented through capacity building for government human resources and development of laws and policies planned to be implemented long after the Spotlight Initiative

- The system of working in the context of existing Outcome Results Groups (ORGs) ensures sustainability of the Spotlight activities in Uganda.

- The Spotlight Initiative is contributing to the strengthening of the women's movement in Uganda both in terms of capacity as well as combining resources across different joint programmes. This is directly contributing to a stronger women's movement whose capacity will remain following the end of the Spotlight Initiative. However, progress against milestones for Pillar 6 are lagging behind and need further attention.

Recommendations

- Prioritise focus onto Outcome 6 to ensure capacities of local CSO and women rights movements can still be sufficiently strengthened in Phase II.

- Develop a sustainability plan and exist strategy for the Spotlight Initiative programme in a participatory way.

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F. KEY FINDINGS AND RECOMMENDATIONS

1. **PROGRAMME DESIGN**:

- MTA Q1: Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund TORs?
- MTA Q3: Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?
  MTA Q5: Have all relevant circumstances and risks been taken into account?
- MTA Q6: Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?
- Add Relevance: Is the programme adapted to the present institutional, human and financial capacities of the partner government
- Add Relevance: Are there any complementarity issues with other ongoing/planned action(s) (including Capacity Development) managed by donors that need to be addressed? Are other programmes and donor funds aimed at similar objectives coordinated with Spotlight? Is government coordinating the different inputs?

Main findings:

1. The Spotlight Initiative is relevant, evidence based and aligned to 16 Spotlight Initiative principles, related to interventions being gender responsive, transformative, and based on existing multi-actor programmes. The programme is making good efforts to 'leave no one behind'. However, some groups including sexual minorities remain unattended to in interventions to end GBV in Uganda. It is difficult to address this issue considering the sensitive political environment on this matter, however, it is important to address all groups in the context of leaving no one behind.

2. The Spotlight Initiative, by design, is deliberately reaching the most vulnerable women and girls in the selected districts. A wide range of stakeholders, including beneficiaries, were involved during the design of the programme. During implementation relevant stakeholders, such as women and girls in refugee settings, are consulted and reached.

3. Risk assessment and mitigatory measures were identified in the CPD, however natural disasters were not included in the risk matrix and no risk assessment plan was made to respond to election violence pre and post national election period, neither was the risk assessment updated to respond to COVID-19. The response to the COVID-19 pandemic was appropriate and has resulted in innovative interventions.

4. The indicators to measure results in the CPD of the Spotlight Initiative in Uganda are well defined and relevant to measure the achievement of the set objectives. Baseline data for targets into Phase II have been identified through a complete and available study. There are multiple data collection tools and information systems across government departments, and Civil Society making it difficult to communicate statistics for policy actions, however this is the key focus of Pillar 5.

Recommendations:

a) If direct targeting of sexual minorities is not feasible in the current context, RUNOs should consider engaging Implementing partners (IPs) that can reach sexual minorities with services and information on the Elimination of Violence against Women, Girls and Children (EVAWG). A strategy should be developed on how to do this safely with a robust monitoring mechanism.

b) The Core Management team should collect more data on which groups are the most vulnerable and the level and size of minority groups within the categories affected by intersectional

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vulnerabilities. This information could help understand who the key influencers are at community level and thereby support better targeting for social norm change activities.

c) Under Pillar 6, the Core Management team and RUNOs could also consider engaging with organisations and networks working with sexual minorities to eliminate violence against people who face intersecting forms of discriminations.

d) RUNOs to mainstream VAWG responses across programming including for climate and/or natural related disasters when VAWG levels are likely to increase. Development of an assessment and review actions towards election related violence that occurred and plan for actions to mitigate the same in phase II

e) The Core Management team to disseminate findings of the baseline survey to all IPs and Stakeholders to ensure targets are understood and well bench marked in phase II.

f) RUNOs to continue to harmonise data collection tools and information systems on VAWG to promote coherence and ease of communication of results on GBV in Phase II.

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2. **GOVERNANCE**:
   - MTA Q4: Do all key stakeholders still demonstrate effective commitment (ownership)?
   - MTA Q8: Do partner government and other partners (CSO and EUD) in the country effectively steer the action?
   - MTA Q10: Are the National Steering Committees functioning efficiently and in line with Spotlight principles?

Main findings:

1. The Spotlight Initiative introduced a whole government and whole society approach, which has required time and a change in perspective, but the approach is appreciated by the stakeholders involved.

2. The government has shown strong ownership and commitment to the Spotlight Initiative, both at national level and local level.

3. The relationship with the EUD has been constructive and the EUD has shown commitment and ownership by participating not only in the design but also in regular meetings, and provided advice on annual work-plans, the COVID-19 response plan and acceleration plan.

4. CSO are also strongly engaged and committed to the Spotlight Initiative and the various governance mechanisms, however, several CSO representatives have expressed concerns about the difficulty to discuss sensitive issues during meetings.

5. The Uganda government, CSOs, RUNOs, EUD and other partners in the country are effectively steering the Spotlight Initiative actions to end EVAWG/C.

6. The NJSC meets to provide oversight to the Spotlight Initiative CPD, approvals of budgets for interventions, monitors and evaluates implementation of the Spotlight Initiative Programme in Uganda. The NJSC budget is incorporated into the Monitoring function of the RCO's budget, and their oversight function is conducted through the UN agencies and the Ministry of Gender who present progress reports and budget reviews at the scheduled meetings. The JSC has no budget for administration of the Spotlight Initiative project and field monitoring of activities for oversight team.

7. The Civil Society Reference Group (CSNRG) has been established but has – unfortunately- not yet been functional in Phase I. A budget of $4,000 has been carried over and allocated to CSNRG to implement workplan carried over from Phase I. The CSNRG has never participated in the meetings

of the NJSC as envisaged by the Country Programme document in the design of the Spotlight Initiative programme in Uganda.

Recommendations:

a) It is important to keep the momentum of this whole government and whole society approach and for the RCO and government to review how this can be maintained in the future and/or translated to other programmes and initiatives.

b) For the co-chairs of the NJSC to consider how the NJSC can become a platform where sensitive issues can be tabled and discussed.

c) The UN and EUD should consider in Phase 2 a budget for administration and field activities for the JSC host. This will ensure that members are well coordinated and facilitated to visit the field at least once a year to enable them to provide meaningful feedback to IPs.

d) To ensure the CSNRG effectively represents an inclusive society, its members should represent all relevant actors in the Uganda society, including those suffering from intersecting forms of violence and sexual minorities.

e) RCO and Government to include members of the CSNRG on the NJSC to ensure voices of minority groups are heard throughout the implementation of the phase II of the programme.

f) The Core Management team to consider involving women (especially victims of violence) in steering the Spotlight Initiative action in Uganda. This can be done by inviting them to the CSNRG, the NJSC and internal CMT planning and advisory boards.

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3. **PROGRAMME MANAGEMENT**:

- MTA Q2: Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved? Are programmes implemented in line with the UN System reform?
- MTA Q7: Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?
- MTA Q10: How effectively is the Initiative managed? How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate? [*are staffing levels appropriate?*]
- MTA Q11: Are the chosen implementation and coordination mechanisms (a "new way of working", in line with UN Reform) contributing to greater efficiency?
- *Add Efficiency: Are the resources budgeted for (as well as the resources made available) sufficient for the planned actions (no over or underfunding?) [are the 18% allocated for programme management sufficient]? Is the programme generating additional resources? If so, how much (in % of total budget)*

Main findings:

1. The UN REFORM 'a new way of working': there are positive signs from the joint design and implementation mechanisms used by Spotlight Initiative in Uganda, which led to greater efficiencies. This has also been appreciated by the government counterparts.

2. The right RUNOs are engaged. The allocation of roles and responsibilities to RUNOs was based on their respective experience and technical expertise under the six outcome areas, as well as their mandate in the country.

3. The system of working in the context of existing Outcome Results Groups (ORGs) ensures sustainability of the Spotlight activities in Uganda. The coordination across the different agencies managed through the Outcome Results Groups (ORGs) ensures that roles and remits are clearly defined and that agencies can work in an integrated way. The collaboration between the various stakeholders is perceived as either good or excellent by the large majority of online survey respondents.

4. The chosen implementation mechanisms through the government and CSOs are adequate for achieving the expected results. However, CSOs find that they have limited capacity to provide a critical voice as they are expected to report to the government.

5. Budget execution is appropriate and in line with the approved acceleration plan. 61% of the programme management budget is allocated to Human Resources, and 27% to contractual services. This is a large proportion of the budget. On the other hand, only 5% is allocated to general operating and other direct costs, which seems low and already depleted.

6. While 61% of the programme management costs are allocated to staff and personnel, not all RUNOs have focal points fully dedicated to Spotlight Initiative, which often leads to delays and conflicting priorities.

7. The management structure of the Uganda Spotlight Initiative programme is appropriate and adequate. The Spotlight Initiative Programme Coordinator is located in the Office of the Resident Coordinator and operates through designated UN agency Focal points and Pillar Leads on the 6 outcomes using the platforms of the Core Management Team meetings and Pillar meetings. However, lack of access by the Technical Coordinator to supervisor level staff in the RUNOs reduces the scope to push for timely delivery on time sensitive deliverables.

8. According to UN representatives, the new way of working under 'one UN' has illustrated greater efficiency of outcome results. However, some coordination processes, including communication, cross-learnings between RUNOs and joint planning to avoid duplication of efforts when approaching IPs for partnerships could be further improved.

9. Absorption capacity among the main implementing partners is adequate, however, local government counterparts are overstretched and may require additional (human) capacity.

10. The RCO's office team has requested the recruitment of a finance specialist to manage budget specifics for the entire programme. This will ensure that over and under expenditures are curbed and monitored during programme implementation. Furthermore, the Spotlight Initiative team has difficulties accessing Spotlight Initiative programme information from UN agencies.

Recommendations:

a) RUNOs to review whether it is feasible to appoint full-time RUNO focal points within the existing budget. If not feasible, review the TORs for staff members working on Spotlight Initiative to ensure their workload is appropriate.

b) RCO and RUNOs to review if a financial/admin assistant can be recruited to support the financial management and oversight of the programme.

c) RUNOs and Core Management team to create a space for CSO IPs to report more sensitive issues and feedback directly to RUNOs or the Spotlight Initiative team.

d) For Phase 2, RUNOs should consider allocating sufficient resources to the general operating and other direct costs to avoid an overspending on this budget line.

e) RUNOs should facilitate direct access of the Spotlight Initiative coordinator to Deputies/Heads of Programme to assist with coordinating/monitoring outcomes progress with Pillar leads.

f) The Core Management team to continue to strengthen the coordination of Spotlight Initiative programme internally amidst RUNOs. For example, RUNOs to consider harmonizing contractual and working models with Government and CSOs partners. More concrete measures for delivering as one could include launching joint calls for proposals, developing joint reporting templates and mechanisms for each pillar and sharing lessons of good practices in terms of procurement, contracting and working models to avoid duplication of efforts when approaching a single partner for MoUs or partnerships to implement an activity.

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4. **PROGRAMME IMPLEMENTATION AND RESULTS**:

- MTA Q12: Is the progress of each output conforming to workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?
- MTA Q5/9: If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?
- MTA Q5/9: What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly?
- MTA Q13: Is the absorption capacity of the Government, CSO and RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?
- MTA Q14: Has the Initiative's implementation and results achievement gone according to workplan approved by OSC? Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the implementation and results achievement of the Initiative?
- MTA Q15: Is sufficient capacity being built so that local actors will be able to manage the process by the end of the Initiative without continued dependence on international expertise?

Main findings:

1. The Spotlight Initiative CPD was signed late into the 3rd quarter of 2019 and that affected inception and onboarding of Implementing partners, hiring staff, and identifying key partners for core areas by some RUNOs. National elections and subsequent 2-month Internet shut down in Uganda affected Spotlight Initiative implementation as government priorities and capacity building initiatives under the Spotlight Initiative were posted to the future. Natural disasters (locusts invaded Karamoja), Ebola outbreak in DR of Congo affected work in Kasese district and floods that swept away homes and a hospital in Kasese significantly affected implementation as local governments in these regions shifted attention to the humanitarian crisis.

2. COVID-19 was a major disruptor of the Spotlight Initiative implementation plan and new workplans had to be drawn to support the government and communities suffering as a result of the pandemic and government restrictions to stop the spread of the same. Innovative ways of work and significant investments were made into COVID-19 response activities. The EUD played an important role during the adaptation of the Spotlight Initiative programme after the occurrence of the natural disasters and the COVID-19 response.

3. Despite these delays, there are significant achievements in each outcome that are satisfactory and indicate that the programme is on track to achieve the programme outcomes (see table 4). The Spotlight Initiative has made good progress against the indicators especially in 2020 on outcome 1, 2, 3 and 4. The progress for outcomes 5 and 6 is less strong, but in outcome 5 this is mostly because the Spotlight Initiative did not envisage making any progress on outcome indicator 5.2. (i.e. publicly available data on different types of GBV). There were no baseline data with which targets were based in outcome indicator 5.2 but a baseline study with clear indicators has been made for Phase II.

4. In addition to delays caused by political, institutional, and sanitary reasons, delays in approvals of budgets were said to have contributed to delays in disbursements of funds. The MTA could however not ascertain to what extent this has contributed to delays in implementation.

5. The 2021 elections and change of political leaders means that these may have to be trained and influenced to buy-in into the programme. This, however, also brings an opportunity to further contribute to a mindset change in relation to VAWG.

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6. While no documented sustainability plan exists, the Spotlight Initiative has in-built sustainability plan being cautiously implemented through capacity building for government human resources and development of laws and policies planned to be implemented long after the Spotlight Initiative. The Initiative is contributing to the strengthening of the women's movement in Uganda both in terms of capacity as well as combining resources across different joint programmes. This is directly contributing to a stronger women's movement whose capacity will remain following the end of the Spotlight Initiative. However, progress against milestones for Pillar 6 are lagging behind and need further attention. The system of working in the context of existing Outcome Results Groups (ORGs) ensures sustainability of the Spotlight activities in Uganda.

Recommendations:

a. The Core Management team to document good practices and have learning/sharing meetings inter-region for IPs and stakeholders. The North of Uganda can learn from what worked in West-Nile and the same applies to those in Kampala vis à vis those in Kyegegwa. It is also important to integrate innovations developed in response to the COVID-19 pandemic into Phase II plans

b. The Core Management team and RUNOs to mainstream VAWG responses across programming including for climate and/or natural related disasters when VAWG levels are likely to increase.

c. Phase II actions should map and target new political leaders early to support buy-in and smooth implementation of the Spotlight Initiative. The RCO and Core Management team to orient new members of parliament, district council memberships in intervention areas on Spotlight Initiative actions and get buy-in for phase II actions.

d. The materials developed during Phase 1 need to be followed up by actions using the materials. For example, the guidelines developed for SE should be used to support the implementation of SE in Phase 2.

e. RUNOs to consider reviewing approval procedures for resources to IPs to ensure expedited funds allocation to stakeholders of the Spotlight Initiative Programme.

f. The Core Team and RUNOs to plan advocacy initiatives towards influencing government to match investments into VAWG/C programmes at a national level.

g. Prioritise focus onto Outcome 6 to ensure capacities of local CSO and women rights movements can still be sufficiently strengthened in Phase II.

h. Develop a sustainability plan and exit strategy for the Spotlight Initiative programme in a participatory way to ensure buy in from all relevant and required stakeholders.

ANNEX 1 LIST OF DOCUMENTS REVIEWED

Sources of Information: List all documents analysed	
Spotlight programme documents	**Availability**
Country Programming document as approved by OSC	YES
Country Budget as approved by the OSC (may also include revised budget)	YES
Spotlight Country Programme Snapshot	YES
Inception report	YES
Annual report/s	YES
Annex A Country Report (included in the Annual Report)	YES
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	YES
Spotlight Initiative financial information on the MPTF Gateway	YES
Knowledge management workplan	YES
National CSO Reference Group workplan	YES
CSO Reference Group Bios	YES
Communication workplan	YES
Stories directly from the Calendar	YES
Other documents	
Baseline study for the EU/UN Spotlight Initiative to Eliminate Violence Against Women and Girls In Uganda	
MTA M&E Analysis Report	
MTA Online survey Report	
Spotlight Initiative-IPs progress Reports	
RUNOs Media and Website reports of progress	
Draft 2020 annual report	
Draft 2020 monitoring data	

ANNEX 2 LIST OF PERSONS INTERVIEWED

Sources of Information: List of persons interviewed			
Stakeholder group	**Institution / organisation**	**Name**	**Position**
EUD	EUD	Thomas Kamusiime	potlight Focal Point, Governance and Huma Rights Unit
EUD	EUD	Nicholas Gonze	Team Leader, Governance and Huma Rights Unit
UNRCO	RCO	Rosa Malango	UNRCO
Spotlight team, RCO	Spotlight	Luta Shaba	Spotlight Initiative Coordinator
Spotlight team, RCO	Spotlight	Kathryn Wilkes	Gender advisor
Spotlight, RCO	Spotlight	Tonny Odong	M&E Specialist
Spotlight RCO	Spotlight	Davinah Nabirye	Communications Specialist
RUNO	UNDP	Harriet Karusigarira	Agency Technical Lead
RUNO	UNDP	Felicia Wartiainen	Rule fo Law, Access to Justice and Human Rights
RUNO	UNDP	Innocent Fred Ejolu	Partnerships, Innovations & Dev't Specialist
RUNO	UNHCR	Mildred Ouma	Agency Technical Lead
RUNO	UN WOMEN	Evelyn Letiyo	Agency Focal Point
RUNO	UN WOMEN	Beatrice Mulindwa	Access to justice Specialist
RUNO	UNFPA	Edith Akiro	Agency Technical Lead
RUNO	UNICEF	Birgithe Lund-Hendriksen	Chief of Child Protection
RUNO	UNICEF	Laura Fragiacomo	Child Protection Specialist/UNICEF Spotlight Coordinator
RUNO	UNICEF	Augustine Wassago	Child Protection Specialist
RUNO	UNICEF	Daniel Okello	, Child Protection Specialist
RUNO	UNICEF	Paul Onyanga,	Child Protection Officer
RUNO	UNICEF	Loy Dhikusooka	C4D Officer
RUNO	UNICEF	Night Stella Candiru,	Education Specialist
Government	Ministry of Gender	Angela Nakafero	Commissioner for Gender
Government	Uganda Bureau of Statistics (UBOS)	Pamela Nakakande	Senior Statistician
Government	National Planning Authority	Judith Mbabazi	Gender focal person

Government	Directorate of Public Prosecution	Maureen Atuhaire	State Attorney
Government	Uganda Police	Lilian Mutesi	Forensics officer
Local Government - Kitgum	Local Government	Martin Gwokto Jacan	Chief Administrative Officer (CAO) -Kitgum
Local Government - Kitgum	Local Government	Okello James	District Community Development Officer (DCDO) - Kitgum
Local Government - Kasese	Local Government	Amis Masereka	CAO
Local Government - Kasese	Local Government	Ben Birungi Henry	DCDO
Civil Society Reference Group	CSNRG	Dora Kicongo Musinguzi	Chairperson
CSO (IP)	Cross Cultural Foundation Uganda (CCFU)	Barbra Babweteera Mutambi	Executive Director
Religious Institutions (IP)	Inter Religious Council of Uganda (IRCU) – Central level	Charles Serwanja,	CSO Representative
CSO (IP)	Civil Society Budget Advisory Group (CSBAG) – Central level	Julius Mukunda	CSO Representative
CSO (IP)	Bangladesh Rural Advancement Committee (BRAC) – Local level	Francis Tabu	CSO Representative
Male action group	ACORD (Kitgum) – Male Action Groups	Ellen Bajenja	Executive Director (FGD male action group of 8 in Kitgum)
Community change activists	Uganda Network on Law, Ethics and HIV/AIDS (UGANET) – (SASA Beneficiaries)	Rhonah Babweteera	Project Coordinator, (FGD of 5 SASA Community change activists in Kasese)
SGBV Beneficiaries	COSMESS	BAATIYO CATHERINE	Women in mining sites – FGD of 7beneficiaries (3F, 4M) of SGBV in Kasese

ANNEX 3 ALIGNMENT WITH SPOTLIGHT PRINCIPLES
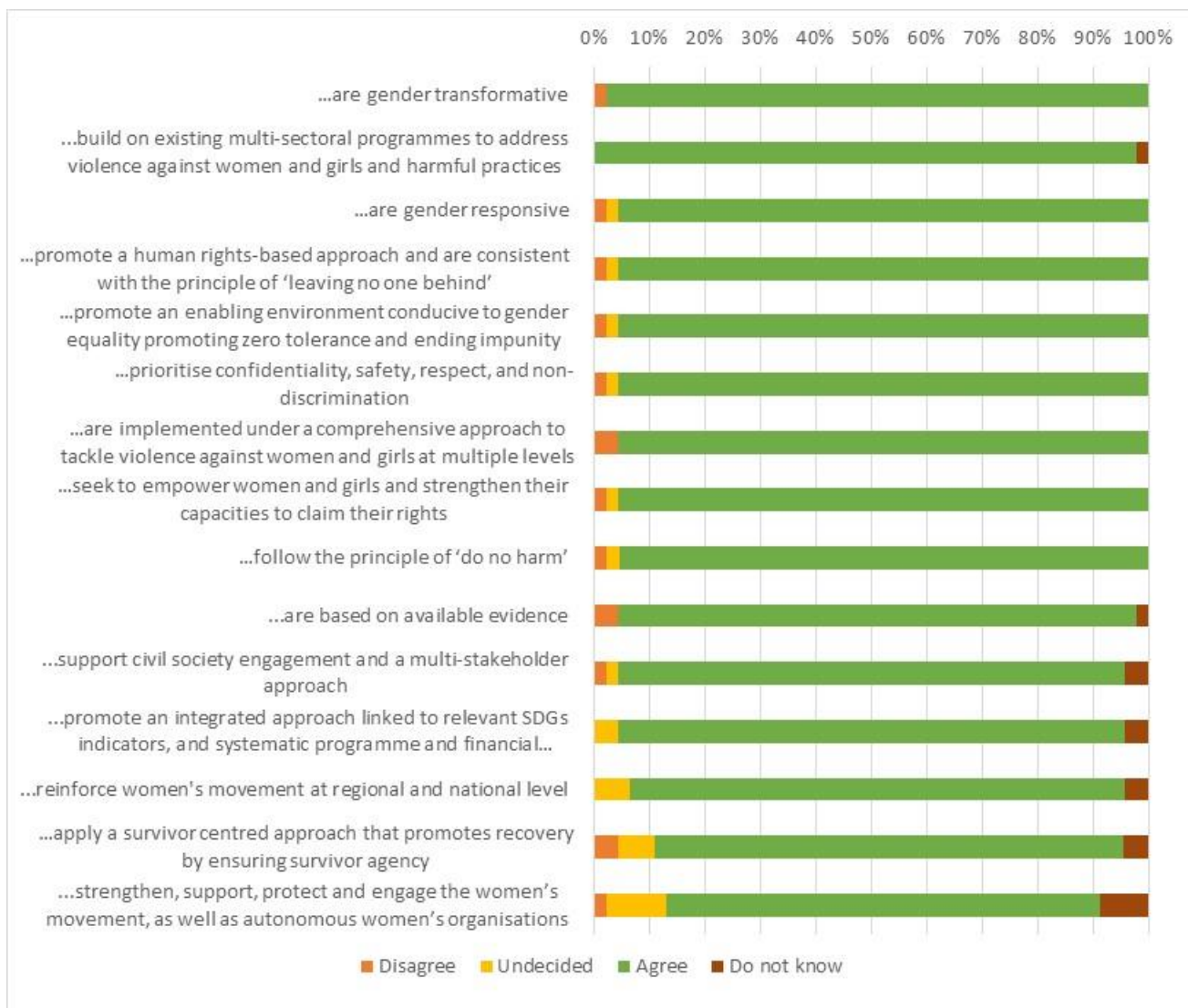
ANNEX 4 DETAILED TABLE ANALYSIS M&E DATA

Indicator level	Indicator #	Disaggregation	Progress 2019	Progress 2020
OUTCOME 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 and harmful practices are in place and translated into plans.				
Outcome	**Indicator 1.1 Proportion of target countries with laws and policies on VAWG/HP that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations**	**None**	**Achieved**	**Achieved**
Output	Indicator 1.1.1 Number of new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards	None	Achieved	Achieved
Output	Indicator 1.1.4 Number of women's rights advocates with strengthened capacities to draft legislation and/or policies on ending VAWG and/or gender equality and non-discrimination, within the last year	blank	Achieved	Achieved
Output	Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year	Women	Not achieved	Achieved
		Total	Not achieved	In progress
OUTCOME 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 and harmful practices, including in other sectors				
Outcome	**Indicator 2.1 Functioning national and/or sub-national coordination and oversight mechanisms are in place at the highest level for addressing VAWG/HP that includes representation from marginalized groups**	National	**NA**	**NA**
		Sub-National	**NA**	**NA**
Outcome	**Indicator 2.2 Percentage of national budget being allocated to the prevention and elimination of all forms of VAWG/HP**	None	**Achieved**	**Achieved**
Output	Indicator 2.1.1 Number of government institutions, at the national or sub-national levels, that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination	National	Achieved	Achieved
Output	Indicator 2.1.5 Percentage of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards	None	Achieved	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2019	Progress 2020
Output	Indicator 2.2.1 Proportion of supported multi- stakeholder VAWG coordination mechanisms established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	None	Achieved	Achieved
Output	Indicator 2.3.2 Number of Parliamentarians with strengthened knowledge and capacities to hold relevant stakeholders accountable to fund and implement multi-sectoral programmes to address VAWG, within the last year.	Women	Achieved	Not achieved
		Men	Achieved	Not achieved
		Total	Achieved	Not achieved
Output	Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year	Women	Achieved	Achieved
		Men	Achieved	Achieved
		Total	Achieved	Achieved
Output	Indicator 2.3.4 Number of women's rights advocates with greater knowledge and capacities on gender-responsive budgeting to end VAWG	None	Achieved	Achieved
OUTCOME 3: Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices.				
Outcome	**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**	**Total**	**No data**	**In progress**
		Women	**Not achieved**	**In progress**
Outcome	**Indicator 3.2 a) Percentage of people who think it is justifiable to subject a woman or girl to FGM (in areas where FGM takes place). b) Percentage of people who think it is justifiable to subject a woman or girl child marriage**	**FGM**	**Achieved**	**Achieved**
		Chid Marriage	**Achieved**	**Achieved**
Output	Indicator 3.1.1 Draft new and/or strengthened Comprehensive Sexuality Education in line with international standards	None	NA	Achieved
Output	Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights, within the last year.	Girls and Boys	Not achieved	Achieved
		Girls	Not achieved	Achieved
		Boys	Not achieved	Achieved

Indicator level	Indicator #	Disaggregation	Progress 2019	Progress 2020
Output	Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year	Total	Not achieved	Achieved
Output	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	Total	Achieved	Achieved
Output	Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG 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, within the last year.	None	Not achieved	Not achieved
OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, and quality essential services including for long term recovery from violence				
Outcome	**Indicator 4.1 Number of women including those facing intersecting and multiple forms of discrimination experiencing physical or sexual violence who seek help**	**Girls**	**In progress**	**Achieved**
		Women	**In progress**	**Achieved**
Outcome	**Indicator 4.2 a) Number of VAWG cases reported to the police, b) the 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 (e.g., past 12 months)**	**Reported**	**In progress**	**In progress**
		Brough to court	**No data**	**In progress**
		Convicted	**Achieved**	**Achieved**
Output	Indicator 4.1.3 Proportion of countries that have developed and/or strengthened national guidelines or protocols in line with the guidance and tools for essential services for women and girls subject to violence.	None	Achieved	Achieved
Output	Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year	Men	Achieved	Achieved
		Women	Achieved	Achieved
		Total	Achieved	Achieved
Output	Indicator 4.2.1 Number of women and girl survivors of violence that have increased a) knowledge of and b) access to quality essential services, within the last 12 months	Girls	No data	Achieved
		Women	No data	Achieved
OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.				

Indicator level	Indicator #		Disaggregation	Progress 2019	Progress 2020
Outcome	**Indicator 5.2 Publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide at the country level**		**IPV**	**NA**	**NA**
			FGM	**NA**	**NA**
			Child Marriage	**NA**	**NA**
			Femicide	**NA**	**NA**
			Family Violence	**NA**	**NA**
			Trafficking	**NA**	**NA**
Outcome	**Indicator 5.3 National statistics related to VAWG/HP incidence and prevalence are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts**		**None**	**Achieved**	**Achieved**
Output	Indicator 5.1.2 System to collect administrative data on VAWG/HP, in line with international standards, across different sectors		None	NA	NA
Output	Indicator 5.1.4 Number Government Personnel from different sectors, including service providers, with enhanced capacities to COLLECT prevalence and/or incidence data, including qualitative data, on VAWG in line with international and regional standards		Men	Achieved	In progress
			Women	Achieved	Achieved
			Total	Achieved	Achieved
Output	Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year		Men	Achieved	Achieved
			Women	Achieved	Achieved
			Total	Achieved	Achieved
OUTCOME 6 - Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG					
Outcome	**Indicator 6.1 Number of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination/marginalization that have increased their coordinated efforts to jointly advocate for EVAWG**		**None**	**Achieved**	**Achieved**
			Youth	**No data**	**No data**
			LNOB	**No data**	**No data**
Output	Indicator 6.1.1 Number of jointly agreed recommendations on ending VAWG produced because of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination, within the last year		None	In progress	Not achieved

Indicator level	Indicator #	Disaggregation	Progress 2019	Progress 2020
Output	Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year	None	Achieved	In progress
Output	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 ending VAWG, within the last year.	None	Achieved	Achieved