



**Spotlight
Initiative**
*To eliminate violence
against women and girls*

Assisted by the European Union and the United Nations



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against women and girls*

COUNTRY PROGRAMME DOCUMENT

Papua New Guinea

October 2019



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COUNTRY PROGRAMME DOCUMENT

<p>Programme Title: The Spotlight Initiative in Papua New Guinea</p>	<p>Recipient UN Organizations (RUNOs): UN Women, UNDP, UNFPA and UNICEF</p>																		
<p>Programme Contact: Name and Title: Gianluca Rampolla, UN Resident Coordinator Address: Port Moresby, Papua New Guinea Telephone: +6753212877 E-mail: Gianluca.rampolla@one.un.org</p>	<p>Programme Partner(s):</p> <ul style="list-style-type: none"> - UN Agencies/UN Programme Partners¹: OHCHR, UNCDF UNAIDS and IOM - Government: Departments of Planning and Monitoring; Finance; Health; Education; Development, Youth & Religion; Justice and Attorney General; Royal PNG Constabulary; National Statistics Office - NGOs, CSOs² - others: Governments of Australia, New Zealand, World Bank, PNG Business Council 																		
<p>Programme Country: Papua New Guinea</p>	<p>Programme Location: East Sepik; East New Britain; National Capital District; Western Highlands; Morobe; Hela; Southern Highlands; Enga; Jiwaka; Chimbu; Eastern Highlands Provinces (<i>11 out of 22 Provinces</i>)</p>																		
<p>Programme Description: The programme will focus on the strengthening of capacities of key institutions charged with coordination and implementing the Gender Based Violence (GBV) Strategy; will expand on innovative social norms transformation programmes; work with the law and justice, child protection and health sectors to improve the quality and reach of basic services for survivors of intimate partner violence/domestic violence; help service providers to improve the quality and comparability of administrative data in order to feed into planning and budgeting; and will establish a capacity building/development unit for local organizations and across the Pacific region, including groups led by youth, and those facing multiple and intersecting forms of discrimination, to increase their access to funding and technical assistance.</p>	<p>Total Cost of the Spotlight Country Programme (including estimated Unfunded Budget): USD 24,499,964</p> <p>Total Funded Cost of the Spotlight Country Programme (Spotlight Phase I³ and UN Agency contribution): USD 17,088,442</p> <p>Breakdown of Total Funded Cost by RUNO:</p> <table border="1" data-bbox="808 1255 1382 1520"> <thead> <tr> <th>Name of RUNOs</th> <th>Spotlight Phase I (USD)</th> <th>UN Agency Contributions (USD)</th> </tr> </thead> <tbody> <tr> <td>UN Women</td> <td>4,722,030</td> <td>229,000</td> </tr> <tr> <td>UNDP</td> <td>3,757,449</td> <td>494,738</td> </tr> <tr> <td>UNFPA</td> <td>3,982,112</td> <td>366,413</td> </tr> <tr> <td>UNICEF</td> <td>3,218,408</td> <td>318,291</td> </tr> <tr> <td>TOTAL</td> <td>15,680,000</td> <td>1,408,442</td> </tr> </tbody> </table>	Name of RUNOs	Spotlight Phase I (USD)	UN Agency Contributions (USD)	UN Women	4,722,030	229,000	UNDP	3,757,449	494,738	UNFPA	3,982,112	366,413	UNICEF	3,218,408	318,291	TOTAL	15,680,000	1,408,442
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¹ See Country Programme Development guidance for a definition of Associated UN Agencies/UN Programme Partners.

² Numerous CSOs will be engaged as implementing partners for the development of most activities proposed and which will be identified later on in the design process **Annex 1** contains a list of the CSOs engaged in the consultation process and **Governance Arrangements** section describes the composition of the Civil Society reference group.

³ Funding from the Spotlight Initiative will be allocated by the Operational Steering Committee in two distinct phases: Phase I will entail allocating 70 per cent of the funding envelope, Phase II will only be allocated depending on the Country Programme's overall needs and performance towards achieving results.






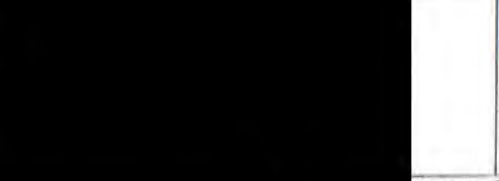



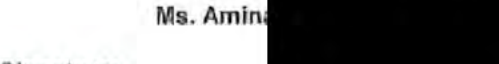


Estimated No. of Beneficiaries (Please explain the methodology used for estimation)			Start Date: 1 January 2020
			End Date: 31 December 2022
			Total duration (in months): <i>36 months</i>
			The duration of the Country Programme should be maximum of 3 years.
Indicative numbers	Direct	Indirect	
Women	2,620,800	3,120,000	
Girls	1,411,200	1,680,000	
Men	2,839,300	3,380,000	
Boys	1,528,800	1,820,000	
TOTAL	8,400,000	10,000,000	
<p>Note: A breakdown and analysis by intersecting forms of discrimination should be provided in the body of this document. Please also provide breakdown of beneficiaries by pillars in the Programme Strategy section</p>			



Spotlight Initiative

United to End Extreme Poverty and Inequality



Recipient UN Organiza Ms. Susan Ferguson Country Representative Signature UN Women Date & Seal		Government of Papua New Guinea Hon. Davis Steven Deputy Prime Minister Signature The Independent State of Papua New Guinea Date & Seal
Recipient UN Organiza Mr. Dirk Wagener Resident R Signature UNDP Date & Seal		
Recipient UN Organiza Mr. Ibrahim Representa Signature UNFPA Date & Seal		
Recipient UN Organiza Mr. David Representa Signature UNICEF Date & Seal		
UN Resident Mr. Gianlu Signature Date & Seal		
19/12/20		
Secretary General:		
Ms. Amin 		
Signature: _____		
Date: <u>15/01/2020</u>		



Abbreviations and Acronyms

AUD	Australian dollar
CSO	Civil Society Organization
DfCDR	Department for Community Development and Religion
DJAG	Department of Justice and the Attorney General
DHS	Demographic and Health Survey
DNPM	Department of National Planning and Monitoring
EVAWG	Ending Violence against Women and Girls
FBO	Faith Based Organisation
FSC	Family Support Centres
FSV	Family and Sexual Violence
FSVU	Family and Sexual Violence Units
FSVAC	Family and Sexual Violence Action Committee
GBV	Gender-based violence
HRD	Human Rights Defender
NDOF	National Department of Finance
NDNPM	National Department for National Planning and Monitoring
NDOH	National Department of Health
NDOE	National Department of Education
NGO	Non-governmental organization
PHA	Provincial Health Authority
PGK	Papua New Guinea Kina
PNG	Papua New Guinea
RPNGC	Royal PNG Constabulary
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollar
VAWG	Violence against women and girls



I. Executive Summary

PNG is linguistically and culturally one of the most diverse countries in the world, with over 1,000 tribes and 800 languages. According to the 2011 National Population and Housing Census, it is home to approximately 7.3 million people. Eighty-five percent of the population of PNG lives in rural areas.¹ Papua New Guinean women are largely absent from political and administrative governance. Only seven women have ever been elected to Parliament in 40 years, and after the 2017 national election there are currently no women in Parliament.¹ Cultural and systemic obstacles prevent women from participating in political life and holding office. Other decision-making structures including customary, religious, and private spheres are also male dominated. Traditional practices like bride price and polygamy exacerbate the issue and perpetuate structural discrimination. Papua New Guinea is vulnerable to shocks due to environmental disasters such as earthquakes, active volcanos, cyclones on the smaller islands and emergence of non-communicable disease outbreaks (polio, measles, etc.). Humanitarian disasters disrupt any development gains and make women more vulnerable when resources are scarce.

Studies have shown that at least 68 per cent of women in PNG have experienced physical and/or sexual intimate partner violence at some point in their lives.² This is double the global average.³ Papua New Guinea was ranked by the World Bank as one of the worst countries in the world for sexual violence in 2012.⁴ Violence against women and girls (VAWG) in PNG is deeply rooted in traditional and social norms and practices such as bride price and polygamy and occurs in the context of the *wantok* kinship system. When bride price is paid in marriage, a woman is considered to belong, not only to her husband, but to his entire family.⁵

Spotlight Strategy in PNG

Violence against women and girls remains a key development challenge in Papua New Guinea and has been prioritized in Papua New Guinea's development agenda as it negatively bears on the overall development of the country. National Plans and Strategies such as the Mid-Term Development Plan 2018-2022, the Papua New Guinea Development Strategic Plan 2010-2030, and PNG Vision 2050 jointly set out to achieve the Target of zero tolerance to gender based violence which coincide with the target captured within the Sustainable Development Goals (SDGs). PNG Vision 2050 recognizes the significance of National Goals and Directive Principles #2 and MDG #3, that PNG as a nation has utilized less than 50 percent of the intellectual and creative potential of its people. Vision 2050 envisages — and strongly recommends — that intervention programs to achieve gender equity must be given more attention and be supported with sufficient resources.

The above strategic commitments have been translated into a number of new pieces of legislation and plans including the Family Protection Act, the updated Child Protection Act and Policy, Strategy to Prevent and Respond to Gender Based Violence (GBV), Gender Equity and Social Inclusion Policy and the Sorcery National Action Plan. The Papua New Guinea's government has also taken some important steps in support of entities to help implement the new legislation. It has established specialized units to deal with gender based violence as part of the police intervention called Family and Sexual Violence Units (FSVU). Family Support Centers (FSC) have been set up across key provincial hospitals to attend to the needs of survivors of GBV. Those developments followed the advocacy of the National Family and Sexual Violence Action Committee (FSVAC) which was established in 2000 as an entity to enhance communication between the government and civil society on issues pertaining to GBV. Nevertheless, all of these entities, including the National FSVAC, are struggling to sustain their existence and mandate; they depend on donor funding, they lack operational funding, human resources and high-level capacity to deal with complex issues.

Early 2014, the Department for Community Development (DfCDR) and the National FSVAC joined forces to gauge the best way forward in terms of enhancing ownership, sustainability and impact, resulting in the development of a National Strategy to Prevent and Respond to GBV. The content of the Strategy is fueled by the understanding that addressing GBV will require strong leadership, a holistic and coordinated approach supported by ongoing monitoring, evaluation, and research. The new strategy continues to focus on the prevention of GBV and on the delivery of quality services to survivors of GBV. However, in doing so it recognises the importance for the government to take the lead in coordinating delivery efforts and enhancing an evidence-based approach in developing legislation,



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policies, budgets, plans and activities. It also focuses on strengthening existing structures and interventions based on best practices at local, national, regional and global levels rather than reinventing previous work.

The Spotlight Initiative recognizes all valuable work undertaken by the PNG Government and the National Family and Sexual Violence Action Committee (FSVAC, as well as Civil Society Organisations (CSO)s, Faith Based Organisations (FBOs), and the private sector to address GBV and will continue build on the strong work already developed. The past decade has seen significant progress in law, policy and practice reforms in law, justice, health and community sector services. However, demand is outstripping supply, and thousands of survivors of GBV need more services across the spectrum, including appropriate medical and socio-psychological services, accessible legal support services, effective justice services, and shelters. The Spotlight Initiative will further facilitate the implementation of a coherent Strategy to Prevent and Respond to GBV, which is a key in holding all these activities together under one umbrella. The Initiative will continue the important work that has been set in motion, both at the national and sub-national level.

The UN in Papua New Guinea has been coherently delivering as one as a self-starter over the last ten years. This has proven to be a keen enabler for the UN System to deliver on programmes, particularly in the coordination of effective and results-driven joint programmes. The Design Team, comprised of the Department of National Planning and Monitoring, the Department for Community Development and Religion, the UN, the European Union, and the design consultants, carried out four consultations across the country. These were attended by nearly 250 participants representing key stakeholders to inform the design of this Country Programme. The Spotlight Initiative has also been discussed in Parliament, garnering further ownership at the highest levels of Government. The Interim Steering Committee is chaired by the Deputy Prime Minister or his representative who is now Secretary in charge of all Government social sectors. A submission about the Initiative has been made to the National Executive Council, which is yet to be tabled before the Cabinet.

In accordance with Spotlight's Theory of Change, actions will be carried out at national, provincial and local level. Among the six Pillars of Spotlight, Pillars 1, 2 and 5 will be primarily focused on national and provincial level, whereas Pillars 3, 4, and 6 will have a national component, but will carry out activities under all six pillars of Spotlight, at a provincial and district level. The Initiative will cover all four Regions of PNG, of which 11 provinces (out of 22 nationally) have been selected for targeted multi-sectoral actions. This includes approximately 64 per cent of the national population, according to the 2011 Census. The rationale for concentrating some activities in these areas is that the extreme dispersion of the population, difficult terrain and inadequate infrastructure, make activities both expensive and logistically complex. Focusing on a limited group of provinces will allow Spotlight to show measurable impact over a three-year period, which is a relatively short time frame in which to achieve sustainable results.

Pillar 1 – Legislative and Policy Framework

Although PNG has recently revised its laws and policies regarding Domestic Violence/Intimate Partner Violence, none of the laws or policies are being adequately implemented. Therefore, the focus of the Spotlight Initiative will be to strengthen implementation and monitoring of the laws and policies at both a national, as well as provincial level. This will be achieved through an integrated approach among the Recipient UN Organizations and their respective partners across all six Pillars. Under Pillar One, technical support will be provided to develop Operational Plans under the GBV Strategy and review and improve two additional laws and policies to ensure that they appropriately address DV/IPV: The Women's Health Protection Bill and the National Youth Policy. Finally, Human Rights Defenders (HRDs) as key actors to bridge the government's establishment of legislation, policies and their practical implementation with people in PNG communities will be engaged to develop law and policy to provide legal recognition and protection of their work on gender based violence. The key governmental partners in this Pillar will be the Department for Community Development and Religion (DfCDR), Constitutional and Law Reform Commission, the National Department of Health (NDOH) and the Provincial Health Authorities, the Department of Planning and Monitoring, the Department of Justice and Attorney General (DJAG) and Parliament. In addition to technical support, support will be given to ensure that key affected populations (disabled persons organizations, women living with HIV, Human Rights Defenders, and LGBTQI+) have an opportunity to give input to the laws and policies through national and regional consultations.



Pillar 2 - Strengthening Institutions

The Department of Community Development and Religion, the Offices of Child and Family Services, Department of Health, and the National Department of Education are the key institutions charged with coordinating and implementing the National GBV Strategy 2016-2025. Working closely with the Department for Community Development and Religion and the National FSVAC this Pillar will focus on strengthening capacity of existing GBV Secretariats and FSVACs at national and subnational levels, and further advocate and support establishment of provincial GBV secretariats in provinces. These will be catalytic provincial entities funded by the provincial administrations, bringing a coordinated, holistic and quality approach in addressing GBV, building upon and replacing the somewhat informal FSVAC networks at provincial and district level. A more streamlined approach positioning child protection as a specialized area under the broader gender based violence will be used to establish provincial Child and Family Service Councils since the stakeholders are predominately the same and there are strong inter-linkages between violence against children and broader family and sexual violence issues. Another key activity under this pillar is to work with health national and provincial authorities to advocate for budgets for specialist medical units FSCs, in order to ensure that more women and girls, including from the most marginalized areas, are reached with services.

Pillar 3 - Prevention and Social Norms

A number of innovative social norms transformation programmes have already been developed or adapted for PNG in recent years, including SASA! the Trauma Healing Community Programme, Sanap Wantaim, Comprehensive Sexuality Education, Youth Peer to Peer education, FSVAC male advocacy programme and Parenting for Child Development. Spotlight will expand the most promising of these programmes to the Target Provinces, prioritizing rural women and youth, as well as women and girls facing multiple and intersecting forms of discrimination (women with disabilities, sex workers, women living with HIV, lesbian and trans women.) This expansion of current initiatives will engage through the GBV Secretariats as central management points within each of the provinces for sustainability and continuous engagement. DfCDR will be supported to develop an overarching strategy for prevention to ensure coordination and mutual reinforcement of the various interventions spearheaded by different UN agencies and partners.

Pillar 4 - Delivery of Quality, Essential Services

Spotlight will work with the law and justice, community development, social welfare, education child protection and health sectors to improve the quality and reach of basic services for survivors of IPV/DV. Support will be given to building capacity of local service providers, including safe houses and Human Rights Defenders to understand and implement the Family Protection Act and Lukautim Pikinini Act in particular. Health and justice response will be strengthened not just through specialist units but also streamlining services through other sections of police, courts and health facilities in order to reach more women and girl survivors. Spotlight will also work with the Office of the Child and Family services to adapt and develop referral pathways for children and adolescent survivors of violence and to ensure that a skilled social welfare workforce to support children, adolescent girls and women victims of violence is in place. The education sector will be supported to ensure that Standard Operating Procedures for the implementation of the national behaviour management policy are developed and rolled out, and that school counsellors in targeted schools are trained and able to aid children, specifically adolescent girls who are at risk or violence, or already victims.

Pillar 5 - Data Availability and Capacities

Through the establishment of the case management information system (Primero), within the Office of the Child and Family Services, the Spotlight Initiative will ensure that the Office is able to collect, generate and analyse data on violence. The roll out of the database also will open up to other sectors in the government and non-government actors to utilize the same technology for case management and data collection. The Spotlight Initiative will also help National and existing provincial GBV Secretariats to strengthen the quality of justice service providers administrative data and multi-sectoral data collection in order to feed into planning and budgeting in the provinces at national level. In addition, the results of the recently completed Demographic and Health Survey provide the first national



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population-based data on domestic violence. Spotlight will disseminate the results widely through a variety of infographics and other creative means. A focused survey will be conducted to assess and document the achievements of the project, and guide on the further strategies to further consolidate and expand the gains of the Initiative.

Pillar 6 - Supporting the Women's Movement

The women's movement in PNG remains fragile and dispersed, although great strides have been made in the last decade, particularly in the growth of a burgeoning network of women Human Rights Defenders. In order to support the growth of the women's movement and other local Civil Society Organizations (CSOs) who work to end violence against women and girls, Spotlight will establish a capacity building/development unit for local organizations, including groups led by youth, and those facing multiple and intersecting forms of discrimination. The unit will build capacity of Indigenous CSOs to receive and acquit funding; to advocate women's rights; to provide good quality services and to reach out to the most marginalised women and girls. The unit will enhance CSOs effectiveness and accountability to the populations they serve. The capacity development will undertake mapping, appraisal and capacity strengthening of CSOs delivering prevention and response services on ending violence against women and girls within target provinces and identify their institutional needs for more effective training. It will also facilitate learning exchanges amongst CSOs in the regional working on violence against women and girls, and with other regions that have stronger and more effective feminist movements bringing about changes to the lives of women and girls.

Support will also be given to build the networks and capacity of Human Rights Defenders across the country to support shared learning and partnerships. Innovative methods such as virtual platforms will be used to engage women from remote areas, and support their efforts for advocacy and influencing local, provincial and national decision makers. The goal of these activities is to ensure that the diversity of women's voices in PNG are amplified and heard throughout the country, with shared learning and cooperation across the sub-region.

Conclusion

The great majority of EVAWG programmes globally address justice, services and prevention in silos, with little communication among different partners and sectors, particularly between governments and CSOs.^{6,7} To bridge these silos, the Spotlight Initiative will emphasize multi-sectoral, integrated solutions through joint planning, capacity building and implementation, as well as informal dialogue and exchange at both national and provincial levels. This is key to the sustainability of the activities after the end of Spotlight.

Spotlight is poised to make a crucial contribution to women and girls in PNG, by demonstrating that policies, laws, services and prevention efforts can be made accessible to the majority of Papua New Guineans, including the most remote. By forging innovative partnerships between government agencies, private sector companies, faith-based communities and traditional leaders, and the women's movement, Spotlight will address the needs of marginalized women and girls. The strategy for change proposed for Spotlight PNG is based on up-to-date global best practices in response and prevention of VAWG, and on the extensive experience and global expertise of the UN agencies.

II. Situational Analysis

Overall Situation

PNG is linguistically and culturally one of the most diverse countries in the world, with over 1,000 tribes and 800 languages. According to the 2011 National Population and Housing Census, it is home to approximately 7.3 million people. Eighty-five percent of the population of PNG lives in rural areas.¹ PNG is highly decentralized, with 22 provinces, 89 districts, 313 Local Level Governments and 6,131 wards. This decentralized system is complex, with multiple tiers of government and administration. Each tier of government is funded largely from the national budget. PNG faces the challenge of providing service delivery to a diverse, dispersed and mostly rural population spread over 600 islands, with limited



accessibility to many parts of the country, high logistical costs and supply management complications.¹

Papua New Guinea ranks 159 out of 189 countries on the UNDP Gender Inequality Index reflecting high inequalities in women's health, education, political participation, and economic status.⁸ Papua New Guinean women are largely absent from political and administrative governance. Only seven women have ever been elected to Parliament in 40 years, and after the 2017 national election there are currently no women in Parliament.¹ Cultural and systemic obstacles prevent women from participating in political life and holding office. Other decision-making structures, including customary, religious, and private spheres are also male dominated. Traditional practices like bride price and polygamy, in transition due to rapid cultural change, exacerbate the issue and perpetuate structural discrimination.

Violence against Women and Girls⁴

Studies have shown that at least 60 per cent of women in PNG have experienced physical and/or sexual intimate partner violence at some point in their lives.² This is double the global average.³ Papua New Guinea was ranked by the World Bank as one of the worst countries in the world for sexual violence in 2012.⁴ Preliminary results of the recent Demographic and Health Surveys 2016-18 show that overall 59 per cent of all women aged 15-49 disclosed having experienced physical and/or sexual violence in their lifetime. This rate combines violence by intimate partners and others ("non-partners"). Among the women who reported any form of physical and/or sexual violence, and who sought help from anyone (about 1/3 of abused women), only five per cent sought help from the police, five per cent from medical services and just three per cent from social services.⁹ More details will be presented in the final report later this year, but these preliminary data point both towards the pervasiveness of domestic violence nationally and the huge barriers in the way of women seeking help from services and agencies. More information on the characteristics of intimate partner violence is available from in-depth studies that have been conducted in diverse regions of the country. For example, in 2013, Partners for Prevention, an UN-led multi-country study on men's use of violence, found that 80 per cent of men interviewed in Bougainville reported perpetrating physical and/or sexual partner violence in their lifetime. Among a sample of women included in the same study, 69 per cent reported having experienced physical and/or sexual violence by a partner in their lifetime, and 33 per cent experienced intimate partner violence during the previous 12 months.²

The costs of violence are not only seen at a household and community level, but also affect the economy. A recent study carried out with a number of Papua New Guinean firms found that the impact of family and sexual violence resulted in the loss of 11 days on average for every staff member every year, with a cost to those businesses of between two and nine per cent of their payroll.¹⁰

Non-partner Sexual Violence

Although national figures are not available for non-partner sexual violence, the UN study in Bougainville provided some shocking statistics that give an idea of how common it is in at least some parts of the country. In this study, 41 per cent of men interviewed reported that they had raped a woman or girl who was not their partner, and 14 per cent had perpetrated gang rape.²

Sexual abuse of children is also of growing concern. Although there are no prevalence figures for child sexual abuse in PNG, Médecins Sans Frontiers released a report in 2016 on people seeking care in

⁴ Several different terms are used in PNG to refer to different forms of violence against women and girls. "Family and Sexual Violence" was initially used in PNG to refer to physical, sexual and emotional violence by intimate partners and family members, as well as sexual violence (primarily, but not exclusively) against women and girls by non-intimate partners. More recently, gender-based violence has been used, particularly in the recent government policies and strategies. The term "violence against women and girls" (VAWG) and "ending violence against women and girls" (EVAWG) is used by many international donors, particularly Australia and UN Organizations, to refer to their programming and policies. The Spotlight Initiative uses the terms "intimate partner violence/domestic violence" to refer to the programmatic goals in PNG. To avoid confusion, in this document, the terms are used interchangeably, and most often use the terminology specified in the policy or programme in question. It is understood, however, that the Spotlight activities are designed to address the types of violence suffered by women and girls within the family, whether by intimate partners or family members.



their Family Support Centres (FSCs) in Port Moresby and Tari.¹¹ It found that 94 per cent were female and of that population, up to 97 per cent required treatment arising from injuries perpetrated by their partners, family or community members. More than half of all Médecins Sans Frontiers consultations for survivors of sexual violence were with children, one in six being children younger than five years.

Sexual and Reproductive Health and Coercion

Fertility and maternal health indicators in PNG indicate a total fertility rate of 4.4, an adolescent fertility rate of 6.5, a contraceptive prevalence rate of 32.4, and 220 maternal deaths per 100,000 live births.⁸ Compared to regional rates, only 53 per cent of births are attended by skilled health personnel, the second lowest in the region after Timor-Leste (30 per cent). Regionally, demographic data indicates that adolescent birth rates are rising, while contraceptive prevalence remains under 30 per cent in most countries. Adolescent girls have a high proportion of unintended pregnancies, and international research indicates that up to half of unplanned pregnancies in young people are a result of reproductive coercion.¹² Given the high proportion of the population in PNG that is between 15 and 30, this is a significant cause for concern.

Sorcery Accusation Related Violence

Sorcery accusation-related violence appears to be on the rise in PNG, where both the number of incidents, as well as the brutality of the violence, has increased in recent years.¹² Increasingly, it appears to be targeting older women, and to be linked to intimate partner violence/domestic violence. Individuals accused of sorcery or witchcraft are subject to interrogation, torture or murder in 'payback' for harm they are thought to have perpetrated. Triggers are often related to an unexplained illness (including HIV and AIDS), death, or land grabbing. Violent methods can include: beating, breaking bones, burning with hot metal, rape, hanging over fire, cutting body parts slowly, and amputation. If death does not result, the victim may be killed. From the period 2000 to 2006, 75 cases of this violence were reported in local newspapers, with 147 victims. These figures, however, likely under-represent the true number of cases, because sorcery accusation-related violence is rarely reported to appropriate authorities or to the media.¹³

Survivors of sorcery accusation-related violence are often not able to return to their villages and require extensive medical attention or lengthy legal proceedings before they can be relocated with their children to another village. Several non-governmental organizations (NGOs), including Oxfam, the Tribal Foundation, the *Meri Seif Haus* and grassroots women's human rights defenders, such as the Kafe Urban Women's Settlers Association, KUP Women for Peace, and Voices for Change, provide life-saving services for survivors of sorcery accusation-related violence, including shelter, medical and legal services, rehabilitation and relocation.¹⁴

HIV and Violence against Women and Girls

Papua New Guinea has the highest incidence and prevalence of HIV in the Pacific. In 2016, Papua New Guinea had approximately 2,800 new HIV infections and 1,100 AIDS-related deaths. There were 46,000 people living with HIV in 2016, among whom 52 per cent were accessing antiretroviral therapy. Among pregnant women living with HIV, 33 per cent were accessing treatment or prophylaxis to prevent transmission of HIV to their children. An estimated 500 children were newly infected with HIV due to mother-to-child transmission. Since 2010, new HIV infections have decreased by 32 per cent and AIDS-related deaths have decreased by four per cent.⁵

One of the key populations most affected by HIV in Papua New Guinea is female sex workers, with an HIV prevalence of 17.8 per cent, compared to 1.1 per cent among adult females in the general population. A recent bio-behavioural study, *Kuantan Mi Tu*, measured HIV prevalence among key populations in three cities – Mount Hagen, Port Moresby and Lae (all included in the Spotlight Initiative) – found that HIV prevalence was nearly 20 per cent among female sex workers in Mount Hagen and

⁵ Data obtained from UNAIDS online database. Retrieved July 26, 2019 from <https://www.unaids.org/en/regionscountries/countries/papuanewguinea>



almost 15 per cent in the capital, Port Moresby.¹⁵ More than half of gay men and other men who have sex with men and transgender people were found to have never been tested for HIV. Three out of four men in the second largest city, Lae, reported having experienced violence related to their sexuality or sexual identity.

There is global evidence that women living with HIV are at greater risk of Intimate partner violence, and that this can be a barrier for seeking testing and treatment.^{16,17} According to an FHI360 study, the relationship between intimate partner violence and HIV echoes global findings:¹⁸

- Direct transmission due to forced sex.
- Reduced ability to negotiate sex due to Intimate partner violence.
- Sexual relationships at earlier ages and increased vulnerability to sex work among victims of child sexual abuse.
- Women, transgender people, men who have sex with men, and women engaging in transactional sex are afraid to test, disclose results, access services or adhere to treatment.

Female sex workers are particularly vulnerable to violence, whether by clients, intimate partners, police and others.¹⁹ The FHI360 study found that 78 per cent of women engaging in transactional sex reported having been subject to forced anal sex in the last year. The *Kauntim Mi Tu* study cited above found that between 26 and 45 per cent of women in the three cities (with Mt. Hagen having the highest amount) experienced physical violence in the last 12 months, and between 42 per cent and 74 per cent of them believe that the violence was related to them being involved in the selling or exchange of sex.¹⁵

The study also revealed that female sex workers, gay men and other men who have sex with men and transgender people often do not seek health care, get tested for HIV or other sexually transmitted infections, or use condoms. Members of key populations in the country face real and perceived stigma, discrimination and violence from police, clients and others in their communities on a daily basis, according to the report. The country has experienced a significant improvement in the roll-out of treatment services, but the country's health system is facing difficulties in retaining people on life-long treatment, especially among key populations and in the country's remote and often hard-to-reach communities.

Violence against Women and Girls with Disabilities

There are few statistics on the proportion of people living with disabilities in PNG. A recent study conducted by FHI360 found that nearly a third of all women interviewed reported having a disability of some sort (difficulty with walking, vision, daily activities, hearing, or cognitive disabilities.) Women with some form of disability were more likely to agree that a woman should tolerate beatings in order to keep her family together, and was more likely to experience sexual violence within marriage.²⁰ The study concluded that women with disabilities may be more tolerant of violence because they are more vulnerable to intimate partner violence and, at the same time, have fewer options for leaving a violent relationship. They also experience barriers to help seeking, or participation in, Intimate partner violence prevention or protective activities such as attending women's small groups or economic empowerment activities. In the regional consultations, participants felt that girls with disabilities are particularly vulnerable to sexual violence and other forms of mistreatment. These girls are effectively invisible, as they are also less likely to be in school or to go out in public. This makes them particularly difficult to reach with ending violence against women and girls (EVAWG) programming.

Pillar 1 - Legislative and Policy Frameworks

The Current Situation

Papua New Guinea has signed onto numerous international instruments that affect women and girls. PNG has signed, ratified and acceded to the **Convention on the Elimination of All Forms of Discrimination against Women**, **Convention on the Rights of Persons with Disabilities**, the **International Conference on Population and Development**, and the **Convention on the Rights of the Child**, including the optional protocols. A key regional document that the Government of PNG has endorsed is the **Pacific Leaders' Gender Equality Declaration**, adopted in August 2012 by the Pacific



Islands Forum.²¹ This was the first statement by Heads of State from each of the fourteen Pacific Island Forum member countries to advance gender equality and it included commitments for countries towards EVAWG. Over the last decade, and in accordance with international law, the legislative and policy frameworks for ending violence against women have been greatly strengthened in PNG (Table 1).²² Key achievements include:

The Family Protection Act (2017)

The Family Protection Act was passed in 2013, almost two decades after it was proposed by the Constitutional Law Reform Commission. It was only regulated in 2017, so it is still too early to say how effective it is in reducing impunity and increasing safety for women. One of the key provisions of the act is to allow both District Courts and Village Courts to provide women with Interim Protection Orders or Protection Orders.

There is some evidence already that the demand for Interim Protection Orders has increased in PNG over the years as a result of the Family Protection Act.²³ However, attrition is high among women who request Interim Protection Orders, for a variety of reasons, including pressure and threats from the husbands' family, as well as lengthy delays in the justice system. Recent evaluations have found that key stakeholders (village and district magistrates and judges, public administrators, and police) are not aware of the provisions of the Family Protection Act, particularly at the provincial and district levels.²²

The **Lukautim Pikinini Act (2015)**, or Child Welfare Act, was passed in PNG in 2009 and revised in 2015, and the Child Protection Policy was finalized in 2017. The Act grants children's rights according to the Convention on the Rights of the Child. It covers abuse, neglect, ill treatment, violence and exploitation of children. (Sexual violence against children is criminalized by the sexual offences and crimes against children amendment Act of 2002.) It also places the responsibilities on caregivers and on the state to protect children in care. Child Protection Officers and community child protection volunteers were created to enforce these rights. Many stakeholders feel however, that the Act is not being adequately implemented. The PNG National Child Protection and Family Services Council was recently launched to strengthen implementations of the Lukautim Pikinini Act and provincial level councils are being established.

National Strategy to Prevent and Respond to Gender-Based Violence (2016-2025)

The National GBV Strategy was endorsed in Dec 2016 and launched in 2017. However, implementation has been delayed, and the Strategy has not yet been fully integrated into the PNG Government system with appropriate budget allocations. A GBV Framework is soon to be released by the Department for Community Development and Religion, which will be followed up by the GBV Operational Guidelines.²⁴

This comprehensive Strategy is the result of extensive consultations with national and local stakeholders, including both government authorities, CSOs, faith-based organizations, and the private sector. It builds on global and national evidence of best practices for prevention and response to gender-based violence, as well as a scoping study carried out in 2014 by the Equality Institute (see Figure 1 for a summary of the strategy.) The Vision and Objectives of the Strategy are closely aligned with the Spotlight Strategy.

Sorcery Accusation-Related Violence National Action Plan (2014)

In 2013, the PNG Parliament repealed the Sorcery Act of 1971, which criminalized sorcery practices. In 2015, the PNG government approved the **Sorcery Accusation-Related Violence National Action Plan**.²⁵ The Action Plan covers five key areas: legal and protection, health, advocacy and communication, care and counselling, and research. Children, especially girls directly affected by sorcery accusation related violence, or whose caregivers are affected, are among the most vulnerable populations in PNG. Specialized support for children, including alternative care, is not available.

Government of Papua New Guinea Public Service Gender Equity and Social Inclusion Policy (2017)

The policy, adopted in 2013, promotes equity and inclusiveness in the public sector. It encourages respect regardless of gender and provides guidance on reducing the impact of domestic violence in the public services, including establishing male advocates within the public service.

National Papua New Guinea Criminal Code (2013)

Sex work is criminalized in the Criminal Code, putting sex workers at increased risk of violence. Work



on addressing this is on-going, using the Convention on the Elimination of All Forms of Discrimination Against Women.

Papua New Guinea, National Policy on Disability (2015 – 2025)

Developed by the Disability Division of the Department for Community Development and Religion, the Policy aims to bring down barriers for the full integration of persons with disabilities into social and economic life, in accordance with the UN Convention on the Rights of Persons with Disabilities, which was ratified by PNG in 2013. Equality between men and women is one of the guiding principles, as is advocacy for women with disabilities, although no specific coordination between services for persons with disabilities and gender-based violence services is mentioned in the Plan of Action.

Behaviour Management Policy of the National Department of Education (2009)

This policy addresses gender-based violence in the education system. It is not widely implemented and needs to be combined with a whole-of-school approach in order to prevent sexual harassment and assault within the school system. The development of protocols and accountability mechanisms to identify and respond to sexual abuse among peers, suspected cases of child sexual abuse within the home, and abuse of students by school teachers and administrators, is also required.

Village Courts Act (2014)

The Act addresses offences relating to fights or minor occurrences of violence directed at a person and the property of a person. Violence under the criminal code (such as rape – including rape in marriage - - and murder) are not meant to be mediated by village courts. However, village courts magistrates can grant interim protection orders for victims of domestic violence. In reality, village courts are often the only avenue open to village women, men and children experiencing domestic violence, resulting in unsatisfactory family mediation rather than justice for victims.

The HIV/AIDS Management and Prevention Act (2003)

The Act provides protection from harassment, discrimination and intimidation of persons living with HIV and AIDS.

The Cybercrime Code Act (2016)

This Act addresses child online grooming, child pornography, cyber harassment.

The Censorship Act (2016)

This Act addresses solicitation of children for sexual purposes, grooming (online/offline) for sexual purposes, online (sexual) enticement of children, Sexual extortion of children.

National Policy on Social Protection (2015 – 2020)

This policy illustrates the range of vulnerabilities (children, women, rural, persons with disabilities etc.) in a life cycle perspective, and has a framework of responses.

Table 1: Major laws and public policies which guarantee the rights of women and girls and address different forms of VAWG in PNG.

Major laws	Public Policies
<ul style="list-style-type: none"> • Censorship Act • National Papua New Guinea Criminal Code • Cybercrime Code Act • Family Protection Act • HIV/AIDS Management and Prevention Act • Lukautim Pikinini Act, or Child Welfare Act • Village Courts Act • District Courts Act • Convention on the Elimination of All Forms of Discrimination Against Women • Convention on the Rights of the Child 	<ul style="list-style-type: none"> • Strategy to Prevent and Respond to Gender-Based Violence (2016-2025) • Policy for Integrated Community Development (2019 – 2028) • Government of Papua New Guinea Public Service Gender Equality and Social Inclusion Policy • Behaviour Management Policy of the National Department of Education • Child Protection Policy • PNG Medium-Term Development Plan (2018-2022) • PNG Vision 2050 • Sorcery Accusation-Related Violence National



	<p>Action Plan</p> <ul style="list-style-type: none"> • National Policy on Disability • National Policy on Social Protection
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Key Challenges

Figure 1. Summary of the National GBV Strategy 2016-2025

Vision	An inclusive, peaceful society where the Government, in partnership with its citizens, embraces diversity, equality and equity, recognizes, respects and promotes the rights of all citizens, and secures just and sustainable development for all.
Mission	The Government of Papua New Guinea, in partnership with all its key stakeholders, will prioritize prevention of, and response to Gender Based Violence to enable a quality of life without fear of violence.
Objective 1.	To ensure that by 2025 the Government of PNG has a functioning GBV governance and institutional structure supporting the achievement of zero tolerance towards GBV, aligned with the PNG Development Plan, Papua New Guinea Vision 2050, and with the Sustainable Development Goals 2016-2030.
Objective 2.	To standardize and institutionalize data collection, and facilitate ongoing in-depth research to support evidence-based planning, budgeting and programming to end gender-based violence.
Objective 3.	To ensure quality, continuity and sustainability of coordinated responses, referrals and service delivery for survivors of gender-based violence.
Objective 4.	To scale-up, decentralize, and standardize inclusive, quality initiatives and messaging for prevention of gender-based violence at all levels and in all sectors of society.

Overall, PNG has made great progress in creating a robust and progressive policy and legislative framework for prevention and response to VAWG, although some gaps and inconsistencies still exist.

However, all stakeholders consulted during the design process for Spotlight PNG agree that **implementation has been too slow**. A key challenge is to ensure that both public servants (law and justice, health and education sectors, community development and child protection) at subnational and local levels are aware of the laws and policies and are able to implement them appropriately.²⁶ Another challenge is to ensure that mechanisms for coordination and accountability amongst law and justice actors are in place and functioning. Also, it is crucial that CSOs and the public in general, are aware

of the provisions of the laws and are able to advocate for and monitor implementation at both a local and national level. The GBV Strategy provides an excellent roadmap for achieving these objectives and establishing the infrastructure and human as well as financial resources for its implementation. The Operational Framework and Plan UNDP has developed for the GBV Secretariat needs to be urgently implemented.

Although the repeal of the Sorcery Act and the approval of the Sorcery accusation-related violence National Action Plan are key steps to being able to prosecute violence associated with sorcery accusations, there is still a lot a confusion as to what the law means, and prosecution for perpetrators of sorcery accusation-related violence is still minimal. Despite the changes in legislation, sorcery accusation-related violence remains difficult to investigate and prosecute, because witnesses and even police fear the potential repercussions of reporting or testifying against someone accused of this form of violence.

There is as yet little coordination between the efforts to implement the Family Protection Act and the Child Welfare Act. Given that the Office for Child and Family Services and the GBV Secretariat both sit in the Department for Community Development and Religion, and the issues of violence against women and violence against children encompass many of the same acts and affected populations, there are opportunities for synergies, particularly at the sub-national level. A recent study was conducted with support from UNICEF, UNFPA and UN Women that found lack of integrative efforts to address violence against women and violence against children in PNG, and recommended a series of



actions to increase coordination between the two fields.²⁷

Pillar 2 - Strengthening Institutions

Current Situation

Two key institutions responsible for leadership and coordination of ending VAWG activities are the National GBV Secretariat and National FSVAC. The Office of Child and Family Services, established under the Lukautim Pikinini Act amendment 2015, is mandated for the protection of children, adolescents and families from abuse, violence and exploitation.

The Gender-Based Violence Secretariat (GBVS): The Gender-Based Violence Strategy 2016-2025 calls for the creation of a National Gender-Based Violence Secretariat, as well as Provincial Gender-Based Violence Secretariats. A key goal of the Secretariats is to ensure coordination among sectors and stakeholders working in the prevention of and response to gender-based violence, as well as monitoring of activities and improved data collection on gender-based violence services. The National Secretariat is under the responsibility of the Department for Community Development and Religion (DfCDR), through the Office for the Development of Women. An interim National Gender-based violence Secretariat has already been established with the task of putting into place an operation plan to steer the establishment of the full entity. There are a few provincial secretariats, including in the National Capital District, Morobe, East New Britain and Milne Bay. At the subnational level the Standard Operating Procedures for the Provincial GBV Secretariats have been developed, however, a recent review of four pilot Provincial Gender-Based Violence Secretariats conducted by UN Women, found that they were not functioning as planned, largely due to a lack of clarity about their roles, limited training and mentoring, understaffing and insufficient resources and training. UNDP was requested by the Department for Community Development and Religion to assist in producing a Gender-Based Violence Framework to clarify the respective roles of the National Secretariat and the Family and Sexual Violence Action Committee, which, particularly at the provincial level, have a similar mandate. This report is awaiting Government approval and is expected to be launched soon. Once the framework is in place, with sufficient resources, committed leadership, and technical support, the Gender-Based Violence Secretariat will be able to carry out the urgently needed function of harmonizing all sectors and ensuring implementation of the Gender-Based Violence Strategy, not only at the national level, but at provincial and district levels.

The National **FSVAC** was established in 2000 under the Consultative Implementation and Monitoring Council, a quasi-government CSO, with private-sector funding established to offer policy advice to the Government of PNG.²⁸ The Family and Sexual Violence Action Committee has a coordination, advocacy, and support role and is guided by its integrated multisectoral strategy. Provincial-level committees have been set up in several provinces to coordinate local activities but are not fully functional in all provinces. The national Family and Sexual Violence Action Committee has played an active role in developing policy guidelines (such as the Safe House and Male Advocacy Guidelines) strengthening services such as the Family and Sexual Violence Units of the Royal PNG Constabulary, and Family Support Centres in hospitals, training provincial governments and local referral networks, and developing prevention programmes.

Gender Responsive Budgeting: To date, the great majority of VAWG programming is funded by international donors, (primarily Australia, New Zealand, the European Union and UN agencies). To ensure sustainability of these initiatives, it is necessary to develop a strategy for gender responsive budgeting so that the core activities may be incorporated into the National Budget and accountability measures put in place, so that allocated funds are disbursed at the provincial and district level.

The Health Sector's Gender-Based Violence Response: As in the rest of the Pacific Region, the health sector in PNG has lagged behind the justice sector in responding to VAWG. In the last decade, global standards have been developed for health sector responses to survivors of violence, either through "stand alone" services, or mainstreaming identification and response to VAWG into primary care and emergency care. The key resources currently being integrated into policies in PNG are:

- The **Essential Services Package** for Women and Girls Subjected to Violence, developed through a joint UN Programme, and



- The **World Health Organization's Clinical and Policy Guidelines for Responding to Intimate Partner Violence and Sexual Violence against Women**, which formed the foundation for the services component of the Essential Services Package.

These provide clear guidance for policy makers as well as programme managers for the provision of quality services for VAWG. The **Essential Services Package** aims to bridge the gap between international commitments on ending and responding to VAWG and what is actually implemented at the country level. In PNG, the National Department of Health has drafted **National Clinical Practice Guidelines: Medical and Psychosocial Care for Survivors of Sexual and Gender based Violence** to identify responsibilities, referral systems and standards of practice. The National Department of Health has worked with the World Health Organization to adapt the **Clinical Guidelines**, including the five essential services currently provided by the Family Support Centres. Pilot training has been conducted in some provinces, but not at a national level. In addition, national and regional consultations were carried out by UN Women and UNFPA to provide guidance for implementing the Essential Services Package, in alignment with existing policies and services.

Education Sector: Some steps have been taken within the education sector to address gender-based violence, but a whole of school approach involving not only teachers and students, but parents and community members as well, is needed to prevent sexual harassment and assault within the school system. Development of protocols and accountability mechanisms to identify and respond to sexual abuse among peers, suspected cases of child sexual abuse within the home, and abuse of students by school teachers and administrators, is also needed.²⁹

Justice Sector: The Justice Sector is a key actor for response and prevention of VAWG, and considerable effort has been placed on strengthening the specific agencies charged with ensuring survivors' access to justice. Some significant gains have been made in terms of improving the legislative framework, as outlined above, but the key institutions charged with implementing the laws -- the Royal PNG Constabulary, the Department of Justice and Attorney General (DJAG), which holds secretariat roles in the Family Protection Act and the Village Court Secretariat, The Office of the Public Prosecutor, and the Office of the Public Solicitor -- have insufficient capacity and resources to effectively implement the new laws.

Key Challenges

Strong institutions, with strong leadership and appropriate budgets, are essential for addressing VAWG in Papua New Guinea, as in other places around the world. To date, although ending VAWG is included in many sector policies, there is little coordination and follow-up. Implementation of the Gender-Based Violence Strategy has been delayed significantly due to the lack of capacity and resources. Responsibility for coordinating efforts of both government and Non-Governmental Organization stakeholders has fallen on the Family and Sexual Violence Action Committee, which is a CSO with limited funding and capacity. Overcoming these obstacles requires both political will, resources, and skills. Although the Department of Justice and Attorney General (DJAG) has shown strong support for operationalizing the laws, training and implementation has depended almost entirely on donor funding, mostly from Australia, through the Justice and Stability Services for Development Programme (JSS4D). The same is true for the Health and Education sectors. Ensuring the establishment and functioning of the Gender-Based Violence Secretariats at both a national and provincial level is critical for the successful implementation of the Spotlight Strategy in PNG. The coordination between the Secretariat and the Office of Child and Family Services is of paramount importance to maximize resources and minimize duplication of efforts.

Pillar 3 - Prevention and Social Norms

Current Situation

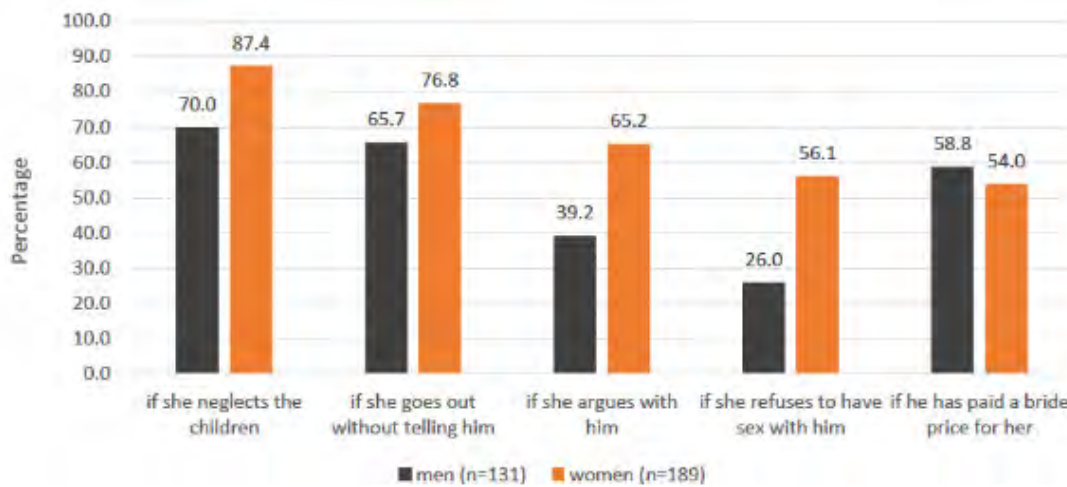
Violence against women and girls in PNG is deeply rooted in traditional and social norms and practices such as bride price and polygamy and occurs in the context of the *wantok* kinship system. Some of these traditional practices were originally protective e.g. bride price was to celebrate the joining of two families and the inherent value of the woman. However, with the rapidly changing cultural context due to colonialism and capitalism, nowadays, when bride price is paid in marriage, a woman is considered to belong, not only to her husband, but to his entire family and clan.⁵ This has implications for the type



of support a survivor will receive from police, counsellors, village magistrates and even her own family (who might be forced to repay the bride price if she leaves her husband). A study conducted by FHI360 in Western Highlands and West Sepik found that 47 per cent of married women in Western Highlands Province lived in polygamous marriages, and one third of them reported having had no say in marrying their husband.²⁰ In the same study, over 60 per cent of men and women believed that a woman must marry a man if her family had accepted a bride price, and over 50 per cent believed that a man has a right to beat his wife if he has paid a bride price for her (see Figure 2).

In the same study, there were a wide range of additional reasons that a husband is considered justified in beating his wife, including neglecting childcare, going out without telling him, or refusing sex. It is noteworthy that the attitudes condoning Intimate partner violence were considerably lower in West Sepik Province, as well as the reported prevalence of such violence, than the comparative site in Western Highlands, which highlights the need for tailoring messages and programming to the local context.

Figure 2. The proportion of women and men in Western Highlands Province who believe that a man is justified in beating his wife for various reasons.²⁰



However, there is increasing awareness that VAWG can be prevented, and there are several promising practices that could be expanded or scaled up. The *Pacific Women Initiative*, funded by Australia, has invested heavily over the last eight years to develop innovative VAWG prevention programmes in PNG, based on global evidence and best practices.²² Many of these programmes have been led by international non-governmental organizations, in partnership with local CSOs. *Komuniti Lukatim Ol Meri*,²⁸ implemented by FHI360, carries out community mobilization programmes to prevent gender-based violence in Western Highlands and West Sepik Provinces. A recent evaluation found promising results in reducing harmful gender norms and reducing intimate partner violence in both sites.²⁰

The Community Trauma Healing Programme³⁰ (led by Oxfam) has also shown promise in changing traditional gender norms and behaviours at a community level. The Nazareth Centre, with technical support from both UN Women and the International Women’s Development Agency, has developed and carried out training on VAWG and human rights in Bougainville and elsewhere. The globally recognized programme SASA! has been adapted for PNG by Population Services International, with technical support from Raising Voices, and is currently being piloted in Port Moresby and Sepik. UN Women has developed a successful youth led programme called *Sanap Wantaim* and have increased safety for women and girls in public transport and markets through the *Meri Seif Buses* and *Safe Cities* programmes. UNICEF has developed a parenting for childhood development programme carried out with faith-based organizations that has shown evidence of reductions in child maltreatment and better communications and relations between couples.³¹ UNFPA-supported Comprehensive Sexuality Education and Peer Education derived from the Global Y-Peer global programme for in-school and out of school youth, as well as Life Skills Education, have taken root in PNG, specifically geared towards preventing sexual, physical and emotional violence in early stages of life. Another promising programme, *Yumi Kirapim Senis*, (Our Images Our Actions), developed by the Centre for Social and Creative Media, University of Goroka, and UNDP, uses photos and stories to talk about people who are working to end violence in their families and communities.³² Equal Playing Field promotes youth leadership and activism through sports and schools. These programmes provide a strong base for



expansion and adaptation to the Spotlight regions.

There are a limited number of programmes specifically targeting women and girls with disabilities, although *Pacific Women* recently held a workshop to help partners improve accessibility for women and girls with disabilities in their programmes. Recommendations from the report will help ensure GBV services are also accessible to women and girls living with disabilities.²⁸

Key Challenges

In PNG, the implementation of prevention programmes varies in quality and many lack the key elements needed for long-term sustainable change. The vast majority of prevention work for both government organizations and non-governmental organizations in PNG focuses largely on **awareness raising**, rather than transforming the social norms that support VAWG. A scoping study of 147 organizations working on gender-based violence found that 70 per cent of organizations mentioned awareness-raising as one of their top three activities.³³ While awareness-raising is important, and should accompany all VAWG interventions, it is only a first step in preventing violence. Evidence shows that awareness-raising alone is not sufficient to change behaviours at a community level because it does not address the root causes of violence or challenge harmful norms and attitudes. In PNG, current awareness-raising activities do not seem to be closely coordinated or standardized. Such initiatives require careful planning and regulation as *ad hoc* and unclear messaging can potentially do more harm than good.

Some programmes in PNG continue to focus on **triggers of violence** such as alcohol consumption, economic situation, or stress, rather than focusing on gender power dynamics and harmful social norms that are the drivers of VAWG. Working with communities to identify triggers, instead of guiding them through a power-based understanding of the root causes of violence, can further reinforce harmful social and gender norms in the long-term.

Funding is insufficient, particularly for grass roots organizations. The scoping study found that the majority of organizations supporting awareness-raising had annual budgets of between 5,000 and 10,000 kina, and three had a budget of 10,000 to 100,000 kina. Only one had a budget of over 100,000 kina.³³

One size doesn't fit all. Given PNG's cultural and geographic diversity, an approach that works in one part of the country will not always be as effective in another part of the county. Prevention programmes will be based on an analysis of local conditions and investments will be made for local adaptation. This will also help with community buy-in, which increases the chances of sustainability. An opportunity exists here for violence prevention programmes to take a more intersectional approach, taking into account that different people experience different types of privilege and oppression and this shapes their experience of violence (LGBTQI, disabled women, women living with HIV, women in remote areas, widows, etc.).

Inconsistency of work with men. Work with men and boys appears to mean different things in different places (work with perpetrators, counselling for men) and accountability to women's groups varies. There is an ongoing discussion globally, regarding how male advocates can meaningfully contribute to ending VAWG without taking important funds and resources away from services for women and girls. In PNG, male advocacy programmes such as the Family and Sexual Violence Action Committee male advocacy programme, UN Women's *Sanap Wantaim*, SASA!, FHI 360's *Komuniti Lukatim Oi Meri*, Care Coffee, and the Nazareth Centre's Men's Hub, all aim to engage men and boys in positive ways as partners alongside women and girls in violence prevention. They encourage accountability to women's groups. Some male advocacy programs work primarily with perpetrators or as stand-alone projects, which is not considered best practice. Derived from its successful male advocacy programme, the Family and Sexual Violence Action Committee is currently developing guidelines to promote best practices for working with men to end VAWG.

Adequate **human resources** remain a challenge, as the few well trained and qualified local prevention programming staff are stretched thin with all their responsibilities. Furthermore, many programmes rely heavily on volunteers to conduct prevention activities. The scoping study found that over half of staff in organizations working on gender-based violence were unpaid and are on a voluntary basis.³³



Pillar 4 - Delivery of Quality, Essential Services

Current Situation

There is more global evidence now about the most effective organizational models for delivering high quality services for survivors of violence. These successful organizational models combine counselling services with community outreach, active case management and other integrated services, including economic empowerment, shelter and legal support.³⁴ Access to comprehensive services for survivors of violence has increased greatly in PNG in recent years. However, there remains a significant gap between the scale of the need and the availability and accessibility of services, particularly in rural and remote locations where as much as 85 per cent of the population lives, and for the most vulnerable women and girls, including women with disabilities, women living with HIV, lesbian and trans women, and sex workers. Particularly in rural areas, women have few options if they wish to leave their husbands due to violence. If she returns to her birth family, they are unlikely to accept her, for fear of having to return the bride price. Moreover, if she does leave, she may be required to relinquish her children to the husband's family. Also, in rural areas, where traditional justice systems prevail, compensation or mediation is still the most common solution for intimate partner violence/domestic violence, and it rarely leads to the end of violence.

Improving the **police response to VAWG** has been a key priority for donors and the Government of PNG, and there is evidence that there have been improvements in some regions. The **Family and Sexual Violence Units** were established by the Royal PNG Constabulary in 2008, and are mandated to prevent, protect and investigate minor VAWG offences. They are expected to respond to the specific needs of women and girls experiencing violence, and coordinate with other providers in the referral network. There are currently 24 units throughout the country. FSVUs are not formally recognised in the RPNGC structure, they are only mandated to deal with minor offences, and in reality, they only provide a designated place for survivors to report offences, initiate IPOs and refer to agencies for medical care and/or other support. Serious offences and all sexual offences are dealt by Criminal Investigation Department (CID) or Sexual Offences Squad (SOS). Police station front-desk is the entry point for most survivors, who most often do not follow operational practices to respond, protect GBV survivors and undertake investigations under 2007 and 2009 RPNGC Commissioner Circulars. Driven by Human Rights Defenders, in the Highlands Region **Rapid Response Teams** have been set up to intervene quickly, together with Human Rights Defenders and faith-based leaders, in the case of sorcery accusation-related violence. Local grown policing initiatives such as these have shown some encouraging positive results.³⁵

Family Safe Courts. Currently, most cases of intimate partner or domestic violence do not make it to the courts, and when they do, sentences are minimal. Survivors of violence often find the judicial process unfriendly, unsafe and intimidating. To address this issue, the PNG Judicial Women Association in Madang has created a project called the Family Safe Court. The Safe Courts provide both information as well as physical security at the court house to make the environment safer for families who come to court on domestic violence cases. This is a promising practice that could be expanded to other provinces.

Family Support Centres (FSC). The first Family Support Centre was opened in Lae in 2003 and now there are 17 of them in the 22 provinces in PNG. Of these, only four are providing the five mandatory essential services to survivors which are integrated within the National Department of Health and the Provincial Health Authorities. Although the centres were originally designed to be "one stop shops," offering physical and psychological care, police, legal and counselling services to survivors of violence, in reality, most offer only medical and basic counselling services. Compared to ten years ago, the Family Support Centre at Port Moresby General Hospital has greatly expanded, with specialized services for survivors of sexual assault and child sexual abuse, and separate counselling rooms available for both women and children. Both the Port Moresby and Lae centres are considered models for high quality, survivor-centred care. However, Family Support Centres in smaller towns are much more modest. A recent evaluation commissioned by UNICEF found that the quality of services among the centres was uneven, and they appeared to be underutilized, even in urban areas.³⁶

Over the years, UNFPA and UNICEF have provided extensive support to the establishment and effective functioning of Family Support Centres per established national standards. Although they are



officially part of the National Department of Health or Provincial Health Authority structures, coordination with other services in the hospitals (i.e. emergency and maternity) and primary prevention is inconsistent, and most referrals come from outside the health system. Population Services International launched a communications initiative in Port Moresby to create awareness of the services provided by the Family Support Centre that reportedly increased attendance considerably. A limited level of gender-based violence services is also provided by other health facilities in Port Moresby. A study of 34 health facilities found that only 20 (60 per cent) include services for the management of sexual and gender-based violence. Of these only 13 provide Post Exposure Prophylaxis for the prevention of HIV infection, which is considered one of the five essential services for gender-based violence care.³⁷

Safe houses/shelters. There is a limited number of safe houses throughout the country, mostly run by faith-based communities. Although they perform a critical function for women whose lives may be in imminent danger, the centres are chronically underfunded and struggling to stay afloat. In the seven provinces in the Highlands Region, there are only three shelters. One solution has been the emergence of community-based safe houses, often a room in someone's house, maintained by women Human Rights Defenders. These provide life-saving refuge, and can put the Human Rights Defenders themselves at risk, and yet they receive little support from outside organizations. Another innovative solution has been the public-private partnerships with the private sector, including Bank of South Pacific and the Oil Search Foundation, through the *Bel Isi* PNG programme, whereby companies can contribute to funding crisis services for their employees through annual subscriptions to the service. Refuge, case coordination and counselling services are provided through local NGO Femili PNG. The Family and Sexual Violence Action Committee has recently developed Safe House Guidelines, with support from UNICEF and Australia, that specifically address the needs of children, and people with disabilities, in line with the Family Protection Act and Lukautim Pikinini Act.

Helplines. *1-Tok Kaunselin Helpim Lain*, which received over 23,000 calls from across PNG in the last 4 years is a toll-free counselling service run by ChildFund PNG. The Helpline has been a valuable source of information, safety planning, crisis counselling and referral and is influential in promoting the benefits of counselling for people experiencing GBV. For callers in rural and remote areas, the Helpline is one accessible service and facilitates a pathway to a range of other services on the ground. It also invested in developing a basic counselling accreditation (Certificate IV) for Counsellors and is working towards basic accreditation and registration through the PNG Counsellors Association.

Key Challenges

Multi-sectoral coordination is still weak, although the FSVAC, with support from the Australian funded Justice and Stability Services for Development Programme, have developed a user-friendly toolkit that outlines the roles and responsibilities of all stakeholders in the referral network. FSVAC conducted Intensive training of service providers in Port Moresby and Lae in 2018 (in coordination with Femili PNG and the Lae Family and Sexual Violence Action Committee) and is being progressively rolled out in more provinces. However, these pathways simply illustrate the services available and fail to include specific processes for dealing with high risk cases. None of the provincial government offices have formally committed to follow such collaborative practices.

Although the **Family and Sexual Violence Units** have opened an important entry point for women seeking protection and justice for domestic violence, there are some challenges. A 2015 evaluation found that few complaints brought to the units were investigated, and even fewer prosecuted, because of: case overload and lack of resources; the tendency of complainants to withdraw and accept compensation in lieu of adjudication; and the disinterest of some police.³⁸ Another difficulty with the Family and Sexual Violence Units is that they are not part of the organizational structure of the Royal PNG Constabulary, which makes coordination among the units and the other police departments more difficult and is a disincentive for police officers to join the units, as they do not provide a pathway to promotions. Although internal protocols exist for dealing with police officers who are accused of perpetrating family violence, these are not being effectively enforced.

Family Support Centres in hospitals severely suffer from lack of funding. Some Family Support Centre staff receive salaries from the Department of Health or through non-governmental organizations working directly with specific Family Support Centres, but in some centres, there is also a heavy reliance on volunteers. Another concern with both the safe houses and the Family Support Centres, with the exception of the Port Moresby Family Support Centre, is the lack of specific protocols for dealing with



unaccompanied minors and cases of child sexual abuse. In addition, there are constraints in terms of survivors' access to the centres, as they are open only during the day time due to staffing and operational limitations. Efforts have started to expand such access further to ensure 24/7 opening throughout the country.

The quality of counselling is uneven. In a recent study with 147 organizations providing gender-based violence interventions in PNG, counselling services was listed as the second most common type of work. While this is a positive finding, many organizations have not yet been trained to provide quality, appropriate counselling and many untrained or partially trained people are providing counselling. There is a need for standardized training for the counselling of women and children who have experienced violence. Although a basic counselling course has recently been developed by the PNG Counselling Association, it has yet to be rolled out due to lack of funding. In PNG, there are only 5 fully trained counsellors within the country. There is an urgent need to train counsellors so they can provide professional services to women and girls.

Case management. A persistent weakness of many of the services for survivors of violence in PNG is the lack of follow-up with survivors once they leave the services. Women often are required to visit many different sites during the course of filing a complaint – from police stations to hospitals to counselling services. In the absence of case managers – that is, someone to provide help in navigating the complex system, to accompany her on court dates, and to follow-up with her on the progress of her case — many women get frustrated, further traumatized, and simply give up. This can lead to re-victimization. There is also a severe gap in the provision of *pro bono* or legal services. In some communities, women's rights groups fill this gap by assisting survivors to navigate various services and follow up on pending cases at the police station and courts. There is also a weakness in the social welfare workforce to support response and prevention of violence. However, the local non-governmental organization, Femili PNG, has developed an innovative approach to case management that focuses on survivors rather than services.³⁹ Their effectiveness is predicated on strong partnerships with existing services, with additional resources or support provided as needed. This allows them to successfully take on high-risk cases that would normally fall through bureaucratic cracks. They have been referred to as “The glue between the police force, courts, health systems and women's shelters.” Femili PNG's case management approach is considered a best practice in PNG because they have developed protocols and strategies for improving coordination among different services. Through the Australian funded *Pacific Women* program and the Justice and Stability Services for Development Programme, Femili PNG has trained other organizations in case management. In September 2018 they opened a new case management centre in Port Moresby, through the public-private-partnership in coordination with *Bel Isi* PNG, mentioned above.²⁸

Village and District Courts. The Village Court system is regulated under the Village Court Act. The Family Protection Act enables Village Courts to issue Interim Protection Orders, which make them an important agent in the dispensing of justice addressing family sexual violence at the community-level. However, the great majority of Village Magistrates have not been trained in the Family Protection Act, and customary approaches, including mediation and compensation, still prevail. With 85% of the population living in rural, remote areas, very few cases of family violence make it into the District Courts, and when they do, bias and lack of training among magistrates in the Family Protection Act severely restricts survivors access to justice.

Access to services for rural and marginalized women and girls. The great majority of existing services for survivors of domestic violence are in urban areas, although as much as 85 per cent of women live in rural areas. Women with disabilities, sex workers and LGBTQI+ people are also particularly underserved. FHI360 has a programme in 11 clinics in Port Moresby to increase demand and access to HIV/AIDS services among key populations, their sexual partners and their families, as well as increasing the use of facility- and community-based gender and gender-based violence interventions. Although this intervention has been successful in increasing access to services among key populations, there are no similar programmes in other provinces.

Pillar 5 - Data Availability and Capacities

Current Situation

Until recently, there has been a lack of reliable **population-based data** on the prevalence and characteristics of VAWG. However, the recent **Demographic and Health Survey** contains a **Domestic Violence Module** and the preliminary report on key indicators on sexual and physical violence has been released by the National Statistics Office with UNFPA’s financial and technical support. The final and full report is expected to be launched in October 2019. Once the full DHS results are released, it will be important to carry out dissemination at sub-national level and “Data to Action” workshops, as well as further qualitative and in-depth analysis, so that local authorities and CSOs are able to understand the results and use them to improve their own policy and decision-making, planning and budgeting, and programming.

The Government has not yet established a standardized national system to collect and disseminate official **administrative data** related to VAWG. The national FSVAC has sought to coordinate provincial and sectoral data collection but inadequate funding from the Government, as well as low capacity, hamper success. The Office of the Child and Family Services, with UNICEF’s support, is in the process of establishing a national case management data base that will provide data on violence against girls and boys. As ending VAWG is a multi-sectoral issue, a key challenge remains sharing data across sectors and ministries, as well as further strengthening the data collection and quality of data in each sector. Administrative data systems exist in some sectors, such as the justice and health sectors, but there is a lack of consistent data collection and analysis processes, and mechanisms for safe and ethical management and sharing of sensitive data, such as information sharing protocols. A scoping exercise in 2016 found that out of 145 organizations surveyed, 90 collected some sort of quantitative data on gender-based violence, and 67 collected qualitative data (Figure 3). However, these figures cannot be combined or compared, due to the limitations mentioned. As a result, national figures on the occurrence of gender-based violence are greatly under-estimated. For example, in 2013, the official administrative data recorded 130 reported rape cases nationwide, but the Family Support Centres in Port Moresby, Maprik and Tari each recorded around 900 reported rape cases (Figure 4). This suggests that the actual instances of reported rape are much higher than what is captured by official national data.³³

Figure 3. Number of organizations surveyed that collect data on gender-based violence.

PNG organisations and data-from baseline

TALLY OF ORGANISATIONS COLLECTING DATA BY ORGANISATION TYPE	QUANTITATIVE DATA		QUALITATIVE DATA	
	YES	NO	YES	NO
Community based	4	5	3	4
Faith based	9	10	9	10
Government	47	18	31	30
Non-government organisation	28	18	23	22
Private sector	2	0	1	1
Statutory body	0	1	0	1
	90	52	67	68

NUMBERS OF ORGANISATIONS COLLECTING DATA - BY ORGANISATION TYPE

Figure 4. Comparison of Official National Data on rape and data from 3 Family Support Centres in 2013.



Key Challenges

Approaches to support different data interventions are fragmented. A simplified, systematic, and sustainable administrative data collection and management system is much needed. A recent review of multisectoral data collection and management at a provincial level through the GBV Secretariats found that the data collection formats were not being used, in part because of difficulty with the tablets and internet access, and also because of the limited training and mentoring to use data collection tools. As a result, most offices were either using paper formats, or had stopped collecting data altogether.⁴⁰

Under the UNDP's GBV project, a unified GBV services database was introduced in four provinces, including a special mobile application for uploading data. Provincial GBV Secretariats issued a tablet and solar charger collection to key agencies from government and non-government entities to support data. The unified system was designed in an effort to track cases along the referral pathways. However, uptake take-up was slow due lack of familiarity with the technology and existing internal data collection challenges. Moreover, there were challenges securing formal directives from central agencies authorizing participating organisations to contribute their data. For example, the Deputy Commissioner of RPNGC directed all Family and Sexual Violence Units (FSVUs) and Sexual Offences Squads (SOS) to submit their data, however the directive never reached the provincial offices. The first reports indicated a gradual increase of data entry, however since the ceasing of the technical support from UNDP in August 2016, data collection stalled in all but one province. The need for continued support to help services understand the importance of collecting and sharing data as well as strengthening inter-agency data collection and sharing was highlighted by multiple service providers during the visits to target provinces as part of the design phase.

The lack of official data, along with non-reporting and under-reporting, is a key challenge in addressing VAWG in Papua New Guinea. PNG receives significant donor funding for programming, yet there is not yet a standardized system for reporting, data collection and analysis amongst the implementing partners. Systematic and standardized monitoring and evaluation systems across all donor funded projects would enable data to be collected and compared at a national level to better understand the types, incidences, spread and severity of VAWG. Such a system would also allow donor agencies to better evaluate the effectiveness of their investments in prevention efforts.^{24,41}

Another area of weakness is programme monitoring and evaluation. Existing monitoring data mostly focus on process indicators, such as the number of activities and outputs, instead of outcomes and impacts. Hence, most programme evaluations primarily focus on process evaluations. Few rigorously conducted impact evaluations to test the effectiveness of promising programmes exist. This is a missed opportunity. There is also a need for practical, action-oriented research, using qualitative participatory methods that could help local women's organizations monitor the success of their programmes.

Pillar 6 - Supporting the Women's Movement

Current Situation

In PNG, women's involvement in peace processes and gender equality throughout the country has paved the way for engagement in ending VAWG. Organizations such as Leitana Nihan, Bougainville Women's Federation, the Nazareth Centre for Rehabilitation, and Eastern Highlands Family Voice, have been promoting women's rights and violence prevention for decades. In the Highlands, the Human Right Defenders Network, KUP Women for Peace and KUSWA, work at the grass-roots, community



level to defend the human rights of women from domestic violence and sorcery accusation-related violence.^{30,42} Churches also have strong women's associations that reach some of the most remote communities in PNG. Out of the 147 organizations that participated in a gender-based violence mapping study, women's organizations or organizations working primarily for women, were the most common type of organizations working to end GBV (36 organizations nationwide). Many of the women working in these organisations are survivors of domestic violence themselves. Indeed, this provides the strong motivation and incentive which is to help other women experiencing the same things. Many of these workers take on extreme risks in providing support to other women. Over the last five years there has been a consistent call for more protection of these women who are at the frontline of providing emergency support in life-threatening situations. Women's organizations are the most involved in VAWG work and their work mostly consists of awareness-raising, advocacy for women's rights and counselling.³³ There are few organizations that work specifically with women facing multiple and intersecting forms of discrimination.

Key Challenges

While the women's movement has been active in certain pockets of the country, it has not been able to fully mobilize into a national movement as in other Pacific Island countries. There are gaps in understanding feminist ideology and how it combines with indigenous frameworks, and no network of activists exists to cohesively advance the women's human rights agenda in PNG. There is weak capacity to organize at the grass roots level and there is heavy dependence on donor funds without prospects for long-term sustainability since the Government of Papua New Guinea provides no direct funds for community organisations supporting survivors of violence. Young women need further support to strengthen their organizing capacities and be given leadership opportunities. Safety and security issues, as well as the expense of operations, further compound the difficulties in movement building.

Lack of administrative capacity within civil society organisations is a major barrier for women's organisation. Many women's groups are not incorporated formally, have no bank account, no policies and systems for managing funding or dealing with conflict within the group. Even those that have some of these systems in place still need long-term capacity building to enable them to manage grants, write reports, collect monitoring and evaluation data and communicate their work to other community members.

The cost of doing business in Papua New Guinea is extremely high and this affects the organisation of the women's movement in the same way that effects economic growth. For example, there are few roads connecting women, and women with disabilities have no chance of moving between villages to meet other like-minded women. Transport costs are extremely high and often the only available option may be a risky boat or an expensive plane. Neither of these options are wheelchair accessible. The cost of data is also extremely high as mentioned above under the data collection pillar. In addition, the network across the country remains patchy meaning that women without an income are not able to access each other through mobile phones or the Internet. The level of education is another issue. In many countries, the women's movement has been led by the middle-class who have access to education. In Papua New Guinea, more than half the women in the country are illiterate and up to 25% have never set foot in a school. Therefore, this is a further barrier to women beginning to understand the idea of feminism.

There is a National Council of Women and its governance structure is guided by the National Council of Women law. However, despite the existence of this law, the Council remains mired in infighting and is ruled by several women who are powerbrokers with very little community support. There is an urgent need to broaden the women's movement in the country away from some of these existing and dysfunctional entities. There is no formal connection, nor representation of, women living with HIV, sex workers, or women living with disabilities within this institution.



III. Programme Strategy

Core Principles

The Spotlight Initiative in PNG will be guided by the following principles at all stages of design and implementation:

- Interventions are grounded in a human rights and gender transformative approach.
- Coordination with other development partners to avoid duplication of efforts and to maximize impact.
- Multisectoral coordination, including between government and non-government actors, at both national and local levels.
- Women's leadership, as well as economic and political participation will be recognised and supported at all levels.
- Capacity is built among local organizations in project management, communication and gender analysis.
- Leave no one behind, ensuring that the needs and interests of women and girls facing multiple and intersecting forms of discrimination/marginalization are prioritized in all activities.
- A "Do no Harm" approach will be paramount in all planning and implementation of activities.

The Initiative will develop a "Do No Harm" strategy, guidelines and tools to be used by all Recipient UN Organizations and partners to ensure coherence and consistency in quality across board. In line with the partners' commitment to "Do No Harm" principles, a light analysis will be conducted in each province to enable partners to identify specific protection dynamics and concerns and how to contextually mitigate their impact. In general, the Initiative will develop protocols to ensure the adoption of a survivor-centred approach. This will empower survivors by prioritizing their rights, needs and wishes and ensuring they are treated with dignity and respect. This approach will also secure survivors' rights to appropriate courses of action in dealing with the violence; to privacy and confidentiality and to non-discrimination. Partners and service providers will apply a multi-sectoral approach and ensure consistency in the application of core guiding principles in all service delivery efforts.

Geographic Focus and Rationale

The Spotlight Initiative will build on the strong work already developed by UN and the European Union, as well as other development partners, including civil society, the Government of Papua New Guinea, the Australian Government, and New Zealand. In accordance with Spotlight's Theory of Change, actions will be carried out at a national, provincial and local level. Among the six Pillars of Spotlight, Pillars 1, 2 and 5 will be primarily focused on a national and provincial level, whereas Pillars 3, 4, and 6 will have a national component, but will also carry out activities at a provincial and district level. The Initiative will cover all four Regions of PNG, of which 11 provinces (out of 22 nationally) have been selected for targeted multi-sectoral actions (detailed information on the 11 provinces is found in Annex 3.) This includes approximately 64 per cent of the national population, according to the 2011 Census (Figure 5.). The Target Provinces are:

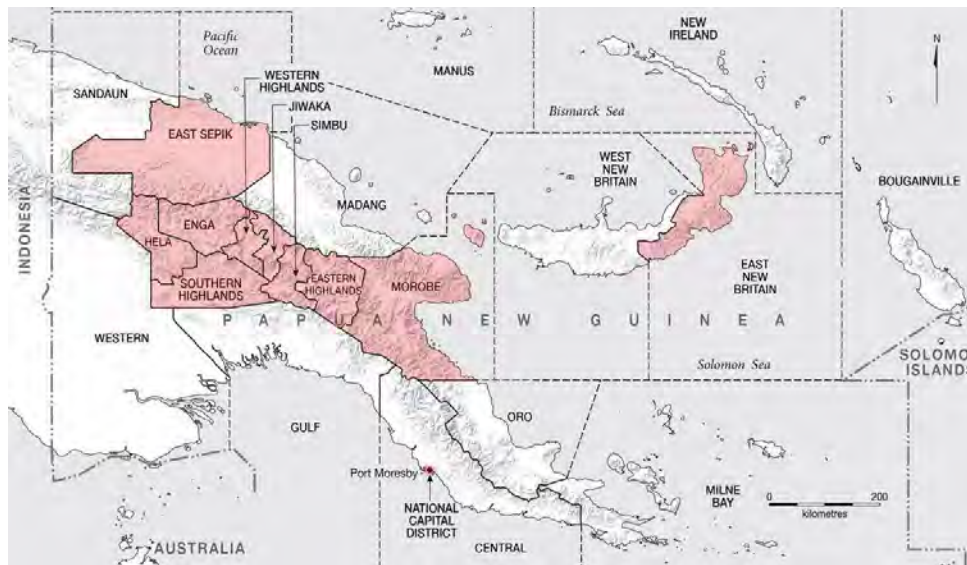
- National Capital District (Port Moresby)
- Lae/Morobe Province
- East Sepik Province
- East New Britain Province
- Highlands Corridor (including all seven provinces)

The rationale for concentrating some activities in these areas is that the extreme dispersion of the population, difficult terrain and inadequate infrastructure makes activities both expensive and logistically complex. Focusing on a limited group of provinces will allow us to show measurable impact over a three- year period, which is a relatively short time frame in which to achieve sustainable results. The selection of Target Provinces was made based on criteria developed by the Interim Steering Committee, including: greatest need (i.e. high prevalence and incidence of Intimate partner violence/domestic violence); proportion of marginalized populations ("leave no one behind"); existence of other donor initiatives, keeping in mind the principle of complementarity and synergies; and opportunities to



leverage prior work by the Recipient UN Organizations, Government and CSOs. These criteria were tested in the regional consultations with stakeholders before finalizing the selection of Target Provinces. The cities of Lae and Port Moresby are included in part because of their relatively higher capacity, which can be leveraged to support weaker regions. Also, in these cities, Spotlight will focus activities in the urban settlements where the need is greatest. The Highlands Corridor includes seven provinces and over 50 per cent of the country's population and is known for particularly high levels of all forms of violence, including tribal violence, intimate partner violence/domestic violence, sexual assault and sorcery accusation-related violence. In the Southern Highlands and Hela Provinces, services are virtually non-existent. However, UN Women, UNFPA and UNICEF successfully integrated domestic violence prevention activities into humanitarian support during the Earthquake in 2018 through the training of community mobilizers, and this network will serve as a foundation for future work. All pillars will be addressed in each geographical location, although the specific activities will be tailored to the needs and specific situation of each setting.

Figure 5. Map of Spotlight Focus Provinces



Capacity Analysis of Key National Stakeholders

Department for Community Development & Religion (DfCDR): at a national level, the Office for Development of Women that sits within DfCDR has responsibility for leading implementation of the *National Strategy for Prevention of Response of GBV 2016-2025*. The National Strategy provides a roadmap to guide an inclusive government-led approach in implementing legislation, policies and programmes. Under this strategy, a National GBV Secretariat is set up within the Department to be overseen by a National GBV Council. Since the launch of the Strategy in 2017 there has been little progress in implementation, however as the agency with primary responsibility for women and children, they remain a key stakeholder and ultimately should also assume responsibility for ensuring appropriate prevention and response systems and structures for those affected by GBV are in place at provincial and district level.

The National Office for Child and Family Services (OCFs) was established by the LPA in 2015 also sit within the DfCDR and is responsible for overseeing implementation of the Lukautim Pikinini Act (2015) and National Child Protection Policy. Being the OCFs a new institution, it is challenged by limited human resources and capacity, which affects its mandate of implementing the LPA and of the Policy. However, efforts to review and boost the human resources capacity of the OCFs are being made, and it is expected that the Initiative will contribute to shape the structure of this institution further and strengthen the capacity of its staff to play an effective role in prevention and response of violence.

National Family and Sexual Violence Action Committee (FSVAC): the role of the National FSVAC is to liaise, coordinate and network between collaborating agencies engaging in efforts to reduce the occurrence of and suffering caused by violence, especially between family members in the home environment, and increasing access to support services and justice for survivors. Their work aligns with



goals and objectives of the National GBV Strategy. This includes leading the rollout of FSVAC committees at the provincial and district level to coordinate the response to GBV, promote and advocate for dialogue between government and civil society to address GBV and provide networking, coordination and capacity building for key institutions working towards GBV prevention and response.

The National FSVAC has led work to date in establishing the groundwork to strengthen efforts to address GBV at a provincial level. A 2016 Save the Children report 'The Child Protection System in Papua New Guinea: An Assessment of Prevention and Response Services for Children and Families' identified that under the leadership of the FSVAC and its network of provincial FSVACs, "referral pathways" are being established to strengthen linkages and referrals between government and CSO service providers. In some urban areas, stakeholders reported relatively good collaboration and referrals between government and non-government service providers (provincial FSVAC, FSVU, the Family Support Centre or hospitals, CSOs, safe houses). Nevertheless, despite these efforts interagency coordination and the relationship between service providers (formal and informal) varies from province to province, and often decisions on how to respond are mostly left to the child's parents, who may not have a full understanding of their child's needs or willingness to act in the child's best interest. Similarly, the Human Rights Watch report 'Bashed Up' in 2015 found that although police units, hospital centres, and safe houses are all part of a "referral pathway", they implement it "inconsistently and intermittently"; and in rural areas it does not exist.

Currently, PNG does not have a comprehensive inter-agency institutional framework that would connect various entities with well-defined and delineated mandates into a network of cooperation, setting out efficient lines of communication and clearly outlining referral pathways and procedures. Although, some of the formal agencies such as Family Support Centres or Sexual Offences Squad (RPNGC) have their own referral guidelines, they are very often not known and not implemented.

Provincial Administrations, Provincial GBV Secretariats: The GBV Secretariat is an office within provincial administration structure established after the passing of the National GBV Strategy. Four GBV Secretariats have been piloted with the support from UNDP in 2016. Their key roles and responsibilities at the provincial level include: 1) GBV Case Coordination 2) GBV Prevention Coordination; 3) Quality Monitoring; 4. Data Collection, Analysis and Reporting; Secretarial Support to FSVAC (changed to GBVAC after the passing of the National GBV Strategy); 6) Facilitation and Coordination of Capacity Building of the stakeholders; and 7) Resource Mobilization. Standard Operating Procedures and training manual have been developed to support rollout to new Secretariats across other provinces and districts. However, the majority of staff from government and non-government entities have either limited quality knowledge on how to carry out the work or insufficient human and operational resources. The trainings carried out in the four provinces provide a pilot on which to establish the basis to rollout quality and coordinated work. However, further mentoring, monitoring and support is required to change the normative framework into behavioural changes. Since UNDP's work ended in 2016, progress has somewhat stalled. Many provinces say they are waiting for instructions from the National GBV Secretariat, however, there is a strong rationale for focusing efforts at a provincial level, while ensuring any activity aligns with national level action. Three pilot provinces (National Capital District, Morobe and East New Britain) have also been selected as target provinces of the Spotlight Initiative. All three have developed their provincial GBV Strategic Plans capturing strengths and needs in each province to prevent and respond to GBV. Some of these have now either expired or need further assistance with annual planning, budgeting and implementation. Some other provinces have initially started the process of their provincial GBV strategies but stalled due to limited technical support and mentoring.

In addition, the LPA provides for the establishment of a National child and family service council, and for provincial and district level child and family service councils and committees respectively. Among other tasks, these are mandated to prevent and respond to violence, abuse and neglect of children. Through the Initiative, the coordination of the provincial level FSVAC and of the child and family service councils will be strengthened, to ensure mutual reinforcement and collaboration in initiatives aiming to prevent and respond to violence against women and girls. The national council has been established in 2018 and the provincial/ district level councils and committees are in the process of being established.

Provincial FSVAC (GBVAC) Committees: a number of stakeholders make up the Committee and will be key to successful work of the Spotlight Initiative coordinated by the Provincial GBV Secretariat. This includes:



- Family Support Centre, hospital, clinics and health centres
- Police: Family and Sexual Violence Unit, Sexual Offences Squad, Criminal Investigations Division
- Village Court
- Magisterial Services
- Child and Family Services Office
- Guidance and Counselling Division, Department of Education
- Safe Houses
- Counselling and psychosocial service providers
- Repatriation services
- Public Prosecutors Office
- Public Solicitor's Office
- Correctional Service

The National Department of Health to improve services for victims of gender based violence established 16 Family Support Centres throughout the country, with technical and financial assistance from development partners. The Family Support Centres are intended to operate as a “one-stop shop”, providing free specialised medical and psychosocial services for victims of violence. They provide medical care and treatment, conduct forensic medical examinations, provide treatment to reduce the risk of sexually transmitted infections, offer psychological first aid and emergency counselling, and make referrals to other support services. Where necessary, the Family Support Centres may provide a safe place for victims to stay for one night. The National Department of Health has issued a national directive requiring all provincial hospitals to establish Family Support Centres (2007), as well as guidelines on how to establish Family Support Centres and the core services that should be provided (2013). In addition, clinical guidelines for the medical care and support of survivors of sexual and gender based violence are in the process of being finalised.

The range and quality of services provided by the Family Support Centres reportedly varies. Of the 16 centres established, only seven are considered to be fully functional. It has been noted that donors involved in supporting the Family Support Centres have focused on funding infrastructure rather than services, and some centres are staffed by people who have a background or training in social work but are not qualified or trained to provide medical or psychosocial care. Only 2 FSCs have social workers attached to them as coordinators, the others have nurses. There is still a long way to go for all Family Support Centres to have child-friendly medical and psychosocial support services available, with active links to effective social welfare, child protection and police services, so that child survivors are not returned to a situation in which they are vulnerable to further abuse. Sensitization of Provincial Health Authorities is required to ensure that senior management can make these centres a priority in their planning and budgeting.

In addition, the health sector has a network of community aid posts, clinics, health centres, community health workers and village health volunteers who deliver health care services at the district, LLG and village levels. However, quality and access to services remains a challenge, and when survivors do seek care at health centres for serious injuries, their special medical and psychological needs are often not recognised. Victims with serious physical injuries will have their wounds tended and will usually be sent back home.

The Department of Education issued a comprehensive Behaviour Management Policy to promote a more child-friendly environment in schools and to address violence, abuse, and bullying by both teachers and pupils. The policy includes reference to teachers' mandatory reporting requirements under the Lukautim Pikinini Act 2009, as well as guidance on signs and symptoms of abuse, child-centred steps on what to do in response to a disclosure of abuse, and a sample Child Protection Report for notifying Child Protection Officers of suspected abuse. To support implementation of the policy, the Department of Education developed training materials and in-service training on behaviour management for teachers in primary, secondary, and TVET institutions, as well as a manual on guidance, counselling, and behaviour management for use in all teacher training institutions. This includes training on identification and reporting of children in need of protection to Child Protection Officers. However, there appears to be on-going confusion over the reporting process and the division of responsibilities between the education department and child protection authorities in responding to cases of abuse disclosed within the school environment.



School-based guidance and counselling services reportedly remain limited, and there is an insufficient number of trained staff to meet the demand. PNG does not have full-time guidance or counselling officers in schools. Instead, selected teachers and other staff are appointed and trained to provide counselling to students, in addition to their other duties.

The Royal Papua New Guinean Constabulary has made progress in promoting a more specialised response to gender based violence. A Sexual Offences Squad (SOS) was established as a special unit of the Criminal Investigation Division to investigate serious (indictable) sexual offences. Currently, there are dedicated SOS offices in Port Moresby, Lae, Kokopo, and Wewak (All SI target provinces' capitals). Many SOS officers are women and have been specially trained in investigating sexual offences and interviewing child victims. However, the capacity and effectiveness of SOS vary greatly from one police station to the next. The SOS and the police, in general, are significantly under-resourced and often lack vehicles, fuel, and basic supplies needed to conduct investigations.

The RPNGC has also established specialised Family and Sexual Violence Units (FSVUs), which operate from 8 a.m. to 5 p.m. Monday to Friday as the police station entry point for family and sexual violence cases. They have a mandate to investigate non-indictable family and sexual violence offences and to refer more serious matters to the Criminal Investigation Division or SOS. As of December 2015, FSVUs have been established in 17 police stations, staffed mostly by women. However, FSVUs are not formally recognised within the RPNGC structure, which constrains the allocation of budget and other resources. A recent evaluation found that all but one of the FSVUs were understaffed and overloaded by the number of cases received. The report noted that FSVU responses focus primarily on general counselling and assisting survivors to obtain an interim protection order; few reported family and sexual violence cases are fully investigated and rarely result in an arrest or removal of the perpetrator.

Human Rights Defenders Association has only been established and launched in 2018, with no institutional structures and accountability mechanisms in place at present. Most of their work is done as volunteers and are guided by the HRDs Case Management Manual to support GBV survivors.

Capacity Building Approach

To ensure that activities are coordinated, duplication is avoided, programmes are appropriate for the local settings, and that local stakeholders take ownership of the Spotlight Initiative, much of the programme planning and implementation will be carried out in a decentralized way.

The establishment of the National GBV Secretariat and capacity building of Provincial and District GBV Secretariats and Committee members are the most catalytic interventions that will move FSVACs at the provincial level beyond a casual network where ideas are exchanged to a more coordinated and quality referral system where the survivor is the centre of the work of all stakeholders and where Government investment will sustain Spotlight gains over time. The Provincial GBV Secretariat is the link for GBV stakeholders with the provincial authority mandated to fund GBV interventions. Secretariats are also directly linked with the provincial executive council and the National FSVAC. Members of the current functioning FSVACs at Provincial level, are often the same members of the fledgling Child Welfare Councils. Therefore, the GBV Secretariats are also a key entry point to strengthening services for girls as well.

Capacity development will be coordinated and tailored to the needs and desires of each province and district, and according to existing laws, strategies and policies. These will be identified through supporting existing GBV Secretariats to develop or renew their provincial strategies and annual action plans, and advocate for the establishment of the Secretariats in the provinces where they do not yet exist. In the latter case entry point for Spotlight initiative in the provinces will be the Chair of the provincial FSVAC committee and Deputy Provincial Administrator. Such strategies and action plans will ensure there is no duplication of efforts amongst all local partners and the Spotlight Initiative compliments broader provincial GBV Strategies. Over time, all capacity building activities will be included in the plans and coordinated by the GBV Secretariat/Chair of FSVAC/Deputy Provincial Administrator. This will also create more ownership at the local level, as well as transparency, and coordination. At the same time, efforts to coordinate with provincial level child and family councils on matters related to violence prevention and response to children will be made.



In the start-up phase of Spotlight, the first step will be joint RUNOs visits to engage with the heads of provincial governments, the provincial administrators together with the representatives from the National GBV Secretariat and National FSVAC. This will follow an engagement with the rest of the provincial FSVAC members made up of all key stakeholders, including government (health, education, child protection, police, courts etc.), civil society, faith-based organizations, and women's rights groups, to explain the goals, funding and parameters of the programme and to jointly agree upon priority actions. These might vary from one province or region to another, although activities will be carried out to support all six pillars in each province.

The Spotlight Initiative is directly aligned to the National GBV Strategy through its six pillars. UNDP will support the strengthening of the GBV institutional governance from national to sub-national levels through the GBV Secretariats, UN Women will focus on strengthening quality multi-sectoral approach through the work of the National FSVAC building capacity of National, Provincial and District level in provision of good quality services. Finally, other sectors that are key components of the Strategy and implement in line with other policies and strategies addressing violence (such as the Child Protection Act and the Child Protection Policy) will be addressed through the work of UNICEF and UNFPA in the social welfare sector, as well as education and health respectively, UNDP in justice, and UN Women in psychosocial care, shelter and repatriation.

An initial **scoping exercise** will be carried out in partnership with the National GBV Secretariat the National FSVAC, to identify potential partners who are already working in ending VAWG, or who might be interested in getting involved, as well as specific issues and concerns relating to the areas of the work of Spotlight. A particular priority in the scoping exercise will be to identify potential partners working with women and girls facing multiple and intersecting forms of discrimination and marginalization; especially women with disabilities, women living with HIV, sex workers, lesbian and trans women, adolescent girls, women in prison, and women and girls living in remote areas. National organizations will also be consulted to help identify these groups.

Intersectional Approach - Leaving No One Behind

In PNG, there is enormous ethnic and cultural diversity, which must be taken into account for planning local interventions, particularly around social norms transformation programming. Tribal conflict and sorcery accusation related violence is rife in the Highlands, and many urban settlements are filled with internally displaced people fleeing violence in their communities. With the extremely high levels of VAWG throughout PNG, and the deeply ingrained social norms and institutions that restrict women's economic, political and social participation in all regions and all social classes, in a sense all women and girls are "at high risk" for violence and discrimination. That said, different groups of women and girls experience specific and sometimes overlapping forms of discrimination and these groups will be prioritized for inclusion in the Initiative. A complete table is presented in Section XI with the key "at risk" groups and approaches to be prioritized through Spotlight to ensure that no one is left behind.

Estimated Beneficiaries

A direct beneficiary is anyone who will directly participate or benefit from the project e.g. trainees, women and girls accessing services, and people involved directly in delivering awareness messages. Indirect beneficiaries have been calculated as those who will be affected by services offered to direct beneficiaries, or who attend awareness or community change sessions, or who listen to communications messages. 8,400,000 is the total population of the 11 provinces where men are 52% of the population, and 35% are under 15. The estimation of beneficiaries followed the below guidelines per pillar and is only an estimation. Once the baseline data (as well as milestones and targets) are identified and approved by the National Steering Committee, the targeted beneficiaries will be adjusted:⁶

⁶ The last census in PNG was carried out in 2011, at which time the total population of PNG was estimated at 7,500,000. However, the current total population is estimated to be 10,000,000. Therefore, activities benefitting the whole population of PNG are estimated at 10,000,000. As the 11 provinces made up 64% of the total population, as of 2011, we are estimating the current population of the 11 provinces to be 6,400,000. However, provincial level beneficiaries were calculated using the population figures from the 2011 Census, as these are the only available estimates of provincial level populations. These figures should be considered under-estimates



Legislations and Policies

- Direct: all the individuals targeted by the advocacy and trainings.
- Indirect: whoever benefits from the law/policy.

2-Institutional Strengthening

- Direct: all the individuals targeted by the advocacy and trainings.
- Indirect: whoever benefits from the law/policy.

3-Prevention of Violence

- Direct: includes people trained; individuals involved in specific advocacy programmes; students in classes where new school curricula are being implemented (attributable to the programme); community mobilization and audiences of media sensitization campaigns.
- Indirect : general population benefiting from spotlight focus provinces.

4- Available accessible and acceptable quality service

- Direct: service providers whose capacity has been increased and survivors of violence or families of victims specifically receiving services in areas covered by the programme.
- Indirect: anyone benefitting from services, outside of the areas covered by the programme, after new standards have been adopted, even if the programme is not funding service delivery.

5-Quality and reliable data

- Direct: includes statistics officers and service providers trained by the programme on data.
- Indirect: includes all users of the data produced by the programme.

6-Supporting women's movements and relevant CSOs

- Direct: individuals receiving direct benefits from the programme within targeted organizations.
- Indirect: all other CSOs benefitting from networking, knowledge management and other related products of the programme.

Table 2. Total direct and indirect beneficiaries by Pillar.

Pillar	Direct	Indirect
1	491	10,000,000
2	778	6,400,000
3	8,400,000	10,000,000
4	203,702	3,599,793
5	280	1,854,202
6	3,000	1,125,000
Total	8,400,000	10,000,000

Pillar 1 - Legislative and Policy Frameworks

Theory of Change

If (1) women and experts in VAWG, including domestic violence or intimate partner violence, are engaged in assessing, developing and implementing policies and legislation to end VAWG, including domestic violence/intimate partner violence; (2) if the implementation of legislations and policies is monitored then (3) **an enabling legislative and policy environment on VAWG and other forms of discrimination is in place and translated into plans, guaranteeing the rights of women and girls,** because (4) effectively implemented legislative and policy frameworks address impunity and provide

of the true number of potential beneficiaries.



for coordinated action, including in the areas of prevention, services and data collection, (5) laws and programmes that integrate ending violence, into Sexual and Reproductive Health services are developed, implemented and monitored.

Outcome Statement

Outcome 1: Legislative and policy frameworks in line with international human rights standards on VAWG and harmful practices, are in place and translated into action.

Lessons Learned

Although the early efforts of women's rights activists to end VAWG were largely focused on changing laws and policies, global experience has shown that this is only the first, albeit important, step towards ensuring women's access to justice. Substantial investments are needed to improve the capacity of both the formal and traditional justice systems to enforce the laws, and to coordinate with service providers and community groups to ensure that survivors are aware of the laws and how to use them.

The legislative process in Papua New Guinea can be opaque. Draft legislation is generally not made publicly available nor the subject of official consultations. Timescales for enactment of legislation are not typically published. In practice, laws and regulations may come into effect without being published. Accordingly, it is difficult to anticipate the pace and scope of legislative change. Over the years, the UN in Papua New Guinea has actively worked to support the Government develop appropriate policies and laws such as the Gender Based Violence Strategy, Child Protection Act, ensuring adherence to international human rights standards and facilitating consultative processes. The EU over the past three years has supported a platform of policy dialogues through the CIMC (Consultative Implementation and Monitoring Council) that brings together civil society, private sector and government to consult on policies and legislation. This included a Family and Sexual Violence Action Committee, through which the voice of the non-governmental sphere was channelled to influence policies and legislation. Nevertheless, most line ministries lack focal points for policy and legislation development, hence often are reluctant to engage due to a limited capacity or lack of understanding of the issue at hand. The Constitutional Law Reform Commission often provides leadership on behalf of the ministry and drive legislative reform although to a limited extent as it also facing challenges finding skilled legal drafters. Some of the lessons learnt are: UNFPA has worked with the CLRC on the initial phase of the Women Health protection bill,

- The main challenge is the coordination within the different relevant government agencies.

Lessons learnt is 1) to ensure ample timing of the bill consultation to ensure all government agencies provide input to the Bill; 2) the validation process needs to be across the different levels of Government and the sub-national provincial level to ensure all input is collected; 3) political lobby of the bill needs to be done concurrent to the bill drafting. This is to ensure its endorsement in the Parliament. Finally, it is important to have a strong political advocate for the bill at the Head of department level and ministerial level to ensure the bill is sponsored to parliament

Nonetheless, many high-quality laws exist in the country but the challenge really is implementation of these laws and policies. Implementation is often slowed due to capacity within departments or the changing political landscape. Papua New Guinea has a decentralized form of government where some national institutions like the Department of Community Development and Religion, which is key to implementation of the strategy and the act mentioned above, have no provincial or district staff to deliver their mandated role under the strategy and act on coordination of support to survivors of violence. Community development staff are employed through Provincial administrations who often do not prioritise funding of this important work.

This is why the Spotlight Initiative is strongly focused towards building capacity within key institutions, appropriate budgeting, as well as implementation and prevention, rather than the development of many new laws and policies. The interventions mentioned below are transformative because they address some of these gaps e.g. lack of knowledge of the laws and policies by the general population and those officials with the role to implement them; lack of coordination amongst government officials to ensure that key laws and policies are linked; lack of government ownership at the highest levels to ensure sustainability of implementation over time.



Proposed Strategy

Table 3. Spotlight approach to addressing challenges/gaps in Pillar One.

Challenges/Gaps	How will Spotlight Address these Gaps/Challenges?
Lack of coordination between implementation of Family Violence and Child Welfare Laws and Policies. In particular, this means that the needs of adolescent girls are likely to fall through the cracks.	Work with the Department of Justice and the Attorney General and the Department for Community Development and Religion and Provincial Governments to carry out joint trainings of Family Protection Act and Lukautim Pikinini Act duty bearers to ensure that the needs of adolescent girls are sufficiently addressed in both Acts.
Lack of knowledge and capacity among duty bearers about Laws.	This will be addressed in Pillar 2, through capacity building at a provincial and district level.
Lack of knowledge among general public of laws.	This will be addressed in Pillars 3 and 6, through communication campaigns that raise awareness of laws and available services, as well as by strengthening human rights defender networks to carry out community education.
Lack of capacity/political support/resources to implement Gender-Based Violence Strategy.	This will be addressed in the Spotlight Steering Committee, which will allow for high level dialogue with the Department of the Prime Minister and other government leaders. Additional technical support will be provided to the Department for Community Development and Religion in Pillar 2.

Table 3 presents a summary of the challenges or gaps outlined in the Situation Analysis and how Spotlight proposes to address or mitigate the effects of these challenges. As mentioned earlier, PNG has recently revised its laws and policies regarding intimate partner violence, with the passage of the Family Protection Act, the Child Welfare Act, the Sorcery Accusation Related Violence National Action Plan and the National Gender-Based Violence Strategy. Therefore, the focus of the Spotlight Initiative will be to strengthen implementation and monitoring of the laws and policies at both a national, as well as provincial and district level. This will be achieved through a coordinated effort among the Recipient UN Organizations across all six pillars. Strengthening the GBV Secretariats at the national and subnational levels, the key institutions in charge of coordinating and monitoring the implementation of the laws and policies, will be carried out under Pillar 2. Many of the key activities involve training of provincial and district level stakeholders in order to improve police, health and other service responses to intimate partner or domestic violence (Pillar 4). Improving the quality of administrative data (Pillar 5) is crucial for monitoring implementation and strengthening the women’s movement to raise awareness of the laws and policies will be achieved through Pillar 6.

Under Pillar 1, technical support will be provided by UNDP and UNFPA to review and improve three additional laws and policies to ensure that they appropriately address Intimate partner violence: The Women’s Health Protection Bill, the Youth Policy and the Gender-Based Violence Strategy Operational Plans, under the Gender-Based Violence Strategy and Framework.

The Women’s Health Protection Bill was initiated and drafted in 2016 in collaboration with the Constitutional Law Reform Commission, to address the gap in the provision of sexual and reproductive health services to women of reproductive age and the health service response to intimate partner or domestic violence survivors. The Bill aims to address a legal framework for victims of violence to access medical and psychological care free of charge, and as such, it is essential to finalize the Bill and get it approved by the Parliament. The process of Parliamentary approval involves further consultations amongst stakeholders, revision of the draft by incorporating inputs and comments from different sectors, conduct advocacy via lobby groups, and the final approval.

The Youth Policy has also been prepared, but it is essential that gender-based violence/gender equality elements are fully integrated in the final draft of the Policy. Support is also required to formulate the roadmap for the implementation of the Policy with clear milestones and targets to be achieved.

Finally, UN Women will work with the women Human Rights Defenders and the Constitutional Law Reform Commission to develop an appropriate law and policy to recognise and protect their work.

The key governmental partners in this Pillar will be the Department for Community Development and Religion (DfCDR), the Constitutional and Law Reform Commission, the National Department of Health and the Provincial Health Authorities (PHA), the National Department of Planning and Monitoring (NDPM), the Department of Justice and the Attorney General (DJAG), and Parliament. In addition to technical support, support will be given to ensure that key affected populations (disabled persons organizations, women living with HIV, Human Rights Defenders, LGBTQI+) have an opportunity to input into the laws and policies through national and regional consultations. Sustainability in this pillar will be achieved both by the passage and regulation of the laws and policies themselves, as well as by the actions in the other pillars, to ensure that institutions and duty bearers have the capacity and political will to implement them, and that CSOs are able to monitor compliance.

Table 4. Results Framework for Pillar One.

Indicators	Activity	RUNO	Key Partners
Outcome 1 Legislative and policy frameworks in line with international human rights standards on VAWG and harmful practices, are in place and translated into action.			
Output 1.1 National and regional partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG, including DV/IPV, and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international HR standards and treaty bodies' recommendations.			
Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG, including DV/IPV, and/or gender equality and non-discrimination developed that respond to the rights of women and girls, particularly those facing intersecting and multiple forms of discrimination, and are in line with international HR standards	Activity 1.1.1.1 Advocate for Passage of the Women's Health Protection Bill: 1. Hold regional stakeholder consultations on the draft Bill; 2. Support lobby group to advocate for the Bill to be passed by the Parliament; 3. Review draft Bill by technical working group and Parliament.	UNFPA	NDoH, DJAG and Constitutional Law Reform Commission
	Activity 1.1.1.2. Support Approval of National Youth Policy: 1. Technical review to incorporate gender-based violence/gender equality elements in the draft Policy; 2. Support the approval process of the policy; 3 Support the roadmap of the Policy implementation.	UNFPA	DfCDR and National Youth Development Authority
	Activity 1.1.1.3. Update Gender-Based Violence Operational Plan (2016-2025) to align with the National Gender-Based Violence Strategic Framework.	UNDP	DfCDR
Output 1.3 National, sub-national and/or regional partners have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda			



<p>Indicator 1.3.1 Number of draft laws and/or policies developed that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda</p>	<p>Activity 1.3.1.1. Support development of a Human Rights Defenders Law and Policy to ensure protection of women providing services.</p>	<p>UN Women</p>	<p>Constitutional Law Reform Commission, human rights defenders</p>
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Sustainability

The sustainability of activities carried out in this pillar lies in the degree to which the policies are approved, and operational plans and funding are secured for their implementation. This will depend on the continued political commitment to the issue after Spotlight has concluded. One of the core challenges will be to ensure that the Government of PNG takes ownership over the vision of Spotlight. Having the Deputy Prime Minister as the Co-Convener of the Steering Committee and making sure that Spotlight strengthens existing national laws and policies, particularly the Family Protection Act, the Lukautim Pikinini Act, and the Gender-Based Violence Strategy are strategic to the sustainability of the Initiative.

Table 5. Direct Beneficiaries in Pillar One.

Recipient UN Organizations	Direct Beneficiaries	Comments
UN Women	341	Human rights defenders who will be consulted and contribute to the policy.
UNDP	20	Work on GBV Operational Plan - 6 officers from the Department for Community Development and Religion and 20 officers from the Provincial GBV Secretariat & Provincial Family and Sexual Violence Action Committee.
UNFPA	130	Total number of consultation participants and Department of Justice and the Attorney General / Constitutional Law Reform Commission officers involved directly with the Bill development.
UNICEF	---	N/A
Total Direct	491	

Table 6. Indirect Beneficiaries in Pillar One.

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women	8,400,000	The policy will benefit all human rights defenders and the people they serve in the 11 Provinces
UNDP	10,000,000	Work on the Gender-Based Violence Operational Plan is Nationwide
UNFPA	2,500,000	Estimation based on the 50 per cent of the females in the population and factoring into the women of reproductive ages 15-49 years of age and the current domestic violence rate as per the Demographic and Health Survey released data of 59 per cent.
UNICEF	---	N/A
Total Indirect	10,000,000	Includes the whole population (based on current estimates)



Pillar 2 - Strengthening Institutions

Theory of Change

If (1) relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address VAWG, including DV/IPV; if (2) institutions at all levels and relevant stakeholders have strengthened capacity on ending VAWG, including DV/IPV; if (3) national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent VAWG, including DV/IPV; if (4) adequate budgets are allocated, **then (5) institutions will develop, coordinate and implement programmes that integrate the elimination of VAWG, including DV/IPV, and other SDG targets into development planning processes**, because (6) institutional change requires appropriate capacity, adequate funding as well as political engagement and leadership to sustainably address VAWG, including DV/IPV.

Outcome Statement

Outcome 2: National and sub-national systems and institutions enabled to plan, fund, and deliver multi-sectoral programmes that prevent and respond to VAWG, and harmful practices, including through the implementation of the SDGs

Lessons Learned

Institutions at national, provincial, district and local level play a crucial role in transforming laws and policies into action and in ensuring that these apply to all women and girls, including those that face interesting form of discrimination. In this regard, cross-sectoral and multi-layered coordination, implementation and strengthening is required to address VAWG. EVAWG programming needs to be incorporated into plans, policies, budgets and activities from the national level all the way down to the community level. Coordinated work across institutions enables coherence between SDG targets on ending VAWG and other SDGs, and helps to put laws into practice.

As mentioned above under Outcome 1, strengthening national institutions, both government and non-government to play their mandated role in rolling out the requirements of key policies and laws such as the Lukautim Pikinini Act (LPA), and the Gender-Based Violence Strategy are going to be critical, in fact transformative, in extending service delivery and reducing violence.

Proposed Strategy

TABLE 7. Spotlight approach to addressing challenges/gaps in Pillar Two.

Challenges/Gaps	How will Spotlight Address these Challenges/Gaps?
Poor coordination of national and sub national efforts to respond and prevent VAWG.	Establishment of Gender-Based Violence Secretariat in focus provinces and technical and financial support to ensure smooth functioning of provincial GBV plans.
Lack of capacity and resources among line ministries to implement existing policies (National Department of Health, National Department of Education, Department of Justice and Attorney General).	Technical support and training for health providers, educators and justice personnel in focus provinces and encourage technical support and follow-up from national line ministries.
Family and Sexual Violence Action Committee coordinates most training and technical support to provincial governments and Dept. as well as CSOs but does not have mandate of oversight or accountability.	Support for clear definition of roles and responsibilities between Family and Sexual Violence Action Committees and Gender-Based Violence Secretariats, and frequent coordination meetings to ensure that this does not lead to fragmentation of work.

This Pillar will focus on strengthening the capacity of the National and subnational GBV Secretariats, as well as the FSVACs, the Offices of Child and Family Services, National Department of health (NDOH), and the National Department of Education (NDOE). As mentioned earlier, these are the key institutions charged with coordinating and implementing the National Gender-Based Violence Strategy 2016-2025. The Law and Justice Sector receives ongoing technical and financial support from the Australian funded Justice and Stability Services for Development Programme and the Australian



Federal Police, and therefore will not be included in this pillar although opportunities for synergies at the provincial level will be explored.

UNDP will focus on strengthening the Gender-Based Violence Secretariats at a National and Provincial level. These are meant to be coordinated by Community Development staff employed through provincial Governments and delivering the GBV Strategy. UNICEF will lead the work of ensuring that the Provincial Child and Family Services Councils are established as per the Lukaukim Pikinini Act provision and closely coordinate with the provincial Gender-Based Violence Secretariats to avoid duplicating efforts. A more streamlined approach will be taken positioning child protection as a specialized area under the broader gender based violence umbrella than creating parallel coordinating bodies and secretariats, particularly since the stakeholders are predominately the same and there are strong inter-linkages between violence against children and broader family and sexual violence issues. At National Level the Office of Child and Family Services human resources structures currently being developed include staff who are well trained and dedicated to the coordination of prevention initiatives. UNPFA will contribute to this output by strengthening the health sector's participation in the FSVAC and Gender-Based Violence Secretariats at both national and provincial levels.

Since it was established in 2000, the FSVAC has led multi-stakeholder coordination and provided technical assistance to provincial governments and CSOs. With the establishment of the Gender-Based Violence Secretariats there will be a need to clearly delineate responsibilities and roles between the institutions. The 4 Recipient UN Organizations will each contribute to this output based on their core strengths and past experience. UN Women will provide core support and technical assistance to the FSVAC enabling them to expand their support to Spotlight Target Provinces. This work will include the development of a plan to ensure sustainability of the Family and Sexual Violence Action Committee operating at National level. The FSVAC is a coalition of over 200 institutions working to reduce GBV and improve service delivery. The FSVAC acts as the peak body for the GBV sector both advocating on behalf the community sector to government, as well as strengthening prevention and service delivery efforts through capacity building of civil society organisations. FSVAC is the key civil society partner for GBV in the country, yet lack of core funding severely inhibits its strength and reach. Research across the Pacific has shown that core support for key institutions in the sector is one of the transformative investments that can drive change over time. This is why this core support will also include sustainability plan, post Spotlight.

In the education sector, both UNICEF and UNFPA will work with the National Department of Education (NDoE) to revise the current Comprehensive Sexuality Education curriculum for upper primary (Grade 7-8) and secondary schools, in order to include content on promoting gender equality and preventing dating violence among adolescents. The revision will be done based on the existing population education curricula, ensuring that the Comprehensive Sexuality Education design meets international standards. At tertiary level, existing peer-education programmes will be expanded. UNFPA will target upper primary schools, secondary schools and universities. This is based on the agency strengths and also to ensure that Comprehensive Sexuality Education is age-appropriate. The IPPF/PNG Family Health Association will be a partner in this activity.

Another key activity under this pillar is to work with district and provincial authorities to include budgets for gender-based violence activities within their mid-term development plans, in order to ensure that more women and girls, including from the most marginalized areas are reached with services and prevention activities. This was cited as an urgent priority in the Regional Spotlight Consultations. To date, only Goroka in Eastern Highlands Province in the Highlands Region has included a budget for gender-based violence activities within their recent mid-term development plan recently presented to the Department of National Planning and Monitoring. The current planning cycle for the 2020-2025 development plans provides a unique opportunity to encourage district and provincial governments to integrate GBV funding into their plans. Spotlight will work with the provincial GBV secretariats to develop provincial GBV strategies and annual action plans to help them develop budgets that include both resources for the Family Support Centres, the Family and Sexual Violence Units, and the Office of Child and Family Services, as well as for funding to grassroots women's organizations who provide services, including accompaniment and refuge, to survivors of violence.

Table 8. Results Framework for Pillar Two



Indicators	Activity	RUNO	Key Partners
Outcome 2: National and sub-national systems and institutions enabled to plan, fund, and deliver multi-sectoral programmes that prevent and respond to VAWG, and harmful practices, including through the implementation of the SDGs			
Output 2.1 Key officials at national and/or sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including DV/IPV, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors			
Indicator 2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG, including DV/IPV, including for women and girls facing intersecting and multiple forms of discrimination	Activity 2.1.1.1 Strengthen capacity of NDoH to support prevention and response to violence programme	UNICEF	NDOH
	Activity 2.1.1.2 Support the NDOH on: 1) on the developments of the roadmap and implementation of the New Clinic Guidelines for SGBV (<i>Medical and Psychosocial Care for Survivors of Sexual and Gender Based Violence – National Clinical Practice and 2) on the Minimum essential requirement SOP for the FSC SOP operation requirements Guidelines within hospital in targeted spotlight targeted provinces.</i>)	UNFPA	NDOH/FSVAC
	Activity 2.1.1.3 Advocate for the creation of a prevention of violence staff member position in the Office of the Child and Family Services to provide technical guidance and oversight to the implementation of the prevention of violence programme	UNICEF	Office of Child and Family Services (OCFS)
	Activity 2.1.1.4 Review the current Population Education / Comprehensive Sexuality Education curriculum at upper primary (Grade 7-8) and secondary schools.	UNFPA	DoE
	Activity 2.1.1.5 Review Population Education / Comprehensive Sexuality Education curriculum to international standards; and Develop peer education policy at tertiary level with focus on VAWG.	UNFPA	DoE
	Indicator 2.1.3 Number of strategies, plans and programmes of other relevant sectors that integrate efforts to end VAWG, including DV/IPV, developed in line with international HR standards	Activity 2.1.3.1 Strengthen capacity of FSVAC at national and subnational levels in coordination with GBV Secretariat	UN Women
Activity 2.1.3.2 Strengthen the functioning of gender and health technical working group of FSVAC;		UNFPA	FSVAC, NDoH



	Activity 2.1.3.3 Support institutionalization of internal referral and case management of GBV in hospitals for FSC and coordination of case referrals from FSC	UNFPA	FSVAC, NDoH
	Activity 2.1.3.4 Support meetings on alignment of the FSVAC work and programmes with the National Gender- Based Violence Secretariat and provincial GBV Secretariats.	UNDP	FSVAC, Gender-Based Violence Secretariats, DfCDR
Output 2.2 Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups`			
Indicator 2.2.1 Proportion of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans	Activity 2.2.1.1 Support the establishment and functioning of provincial level child and family services councils.	UNICEF	OCFS
	Activity 2.2.1.2 Support effective participation of health sector officials in the GBV secretariat	UNFPA	DfCDR, NDoH
	Activity 2.2.1.3 Support full establishment of the National GBV Secretariat and provincial GBV Secretariats in coordination with sectors and FSVAC; and conduct costing exercise.	UNDP	DfCDR, FSVAC, OCFS, Provincial Governments and Administrations
Output 2.3: Partners (Parliamentarians, key government officials and women's rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including DV/IPV			
Indicator 2.3.1 Proportion of dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG, including DV/IPV	Activity 2.3.1.1 Support and generate evidence and develop policy brief on the importance of budget allocation for family support centres by PHA	UNFPA	FSVAC, DPM, NDoH, DfCDR,
	Activity 2.3.1.2 Advocacy targeting provincial decision-makers in Spotlight priority provinces on sustainable budget allocation and human resources allocation to FSCs	UNFPA	NDOH/FSVAC/NDP M/DfCDR
	Activity 2.3.1.3 Influence financing for PHAs and FSCs in Parliamentary committees and DNPM.	UNFPA	DNPM, Parliament

Sustainability

Sustainability of the institutional strengthening will be achieved through the establishment of a coordinating mechanism at the provincial level, capable of leading joint planning and implementation of activities. To ensure sustainability of these initiatives, it is necessary to develop a strategy for gender responsive budgeting so that the core activities may be incorporated into the National Budget and accountability measures put in place so that allocated funds are disbursed at the provincial and district level.

Table 9. Direct beneficiaries for Pillar Two.

Recipient	UN	Direct	Comments
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Organizations	Beneficiaries	
UN Women	422	FSVAC: 200 members of the committee; 220 members at provincial level of GBV Secretariat's within 11 provinces; 25 staff of FSVAC
UNDP	26	Work on Gender-Based Violence Operational Plan - 6 officers from the Department of Community Development and Religion and 20 officers from Provincial Gender-Based Violence Secretariat & Provincial Family and Sexual Violence Action Committees.
UNFPA	300	Total number of consultation participants, including the Essential Services Package service providers personnel involved directly with the bill development.
UNICEF	30	Staff of the Office of Child and Family Services and of National Department of Health benefitting from the technical assistance provided by UNICEF to prevent and respond to violence. Total estimated= 30 people (50 per cent female, 50 per cent male). Estimation is based on the average number of people in these 2 departments.
Total Direct	778	

Table 10. Indirect beneficiaries for Pillar Two.

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women	22,000	220 services within the 11 provinces reaching out to 100 beneficiaries each
UNDP	6,400,000	Impact is in 11 focus provinces.
UNFPA	1,354,202	From general population figures. Estimation based on the 50 per cent of the females being in the population and factoring into the women of reproductive ages 12-49/15-49 years of age and the current domestic violence rate as per the DHS released data of 59 per cent.
UNICEF	15,000	Women, girls, men and boys benefitting from improved capacity of these institutions to provide response and prevention services. Since we don't have any baseline or any reference point yet, the criteria used here is based on the prevalence of violence as per latest DHS data and other data from other reports. Total estimated= 15,000 (of which 20 per cent are girls below 15 years and 30 per cent parents seeking support on behalf of their children as well as, mothers who have experience/are at risk of domestic violence with their children).
Total Indirect	6,400,000	

Pillar 3 - Prevention and Social Norms

Theory of Change

If (1) multiple strategies such as community mobilization, key stakeholders' engagement and education strategies are carried out in an integrated and coordinated manner based on a shared understanding and approach in line with international standards and evidence on preventing VAWG, including DV/IPV, then (2) favourable social norms, attitudes and behaviours will be promoted at community and individual level to prevent VAWG, including DV/IPV, because (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women's sexuality and reproduction.

Outcome Statement

Outcome 3: Gender equitable social norms, attitudes and behaviours are promoted at national,



community and individual levels to prevent sexual and GBV and HP and promote SRHR.

Lessons Learned

Although access to justice and quality support services are critical to respond to the needs of women and girls experiencing violence, prevention efforts are vital to create a climate where VAWG is no longer acceptable. Long-term, sustainable change requires a focus on stopping violence before it even begins through population-level change. There is increasing evidence that rates of violence can be reduced over the course of a programme lifecycle through appropriate prevention interventions.²² In PNG, there is increasing awareness that VAWG can be prevented and there are several promising practices that could be expanded or scaled up.

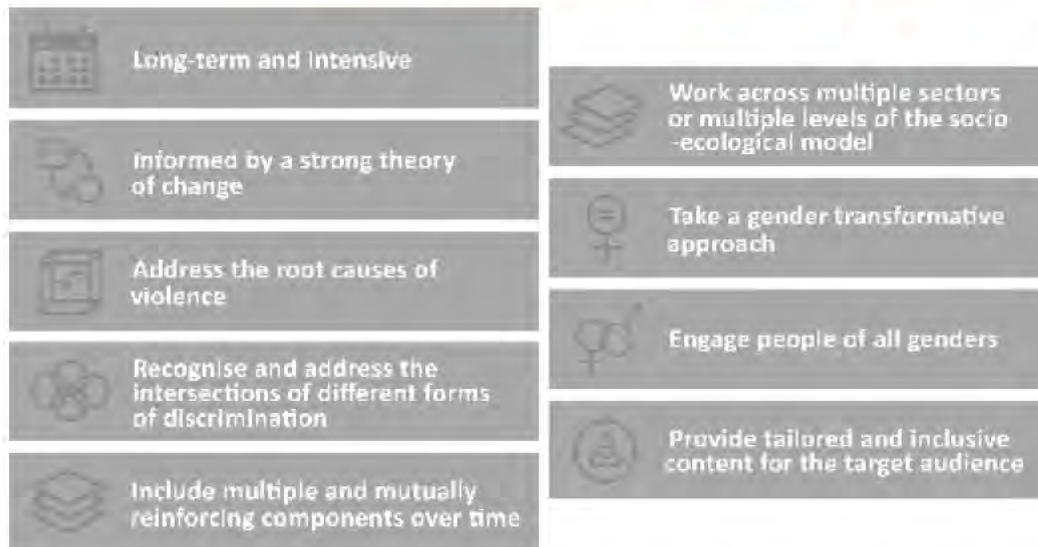
Effective violence prevention interventions must address the root causes and drivers of violence - unequal gender norms and discrimination against women and girls. According to evidence, successful prevention programmes take a long-term gender transformative approach that work across multiple levels of the socio-ecological model. Gender inequality manifests differently in different contexts, and prevention approaches must be tailored to the context and target audience. In PNG, the most promising prevention programmes incorporate at least one of the key elements for effective violence prevention. In PNG, the majority of prevention approaches have been passive awareness programs which have increased understanding of the issue but have not transformed the underlying drivers of violence. Programmes selected under Spotlight are aimed at direct community engagement and built on lessons both from the country and globally that lead to change. It is essential that Spotlight funded activities move beyond passive awareness to active engagement for change.

There is a plethora of male advocacy programs in Papua New Guinea at community level, within the public service and the private sector. Many of these male advocacy programs do not incorporate global good practice. That is there little accountability to the women's movement, or to groups working on family and sexual violence in the country and in fact, a number of the men who participate in these groups are known perpetrators. The way a number of these organisations, or processes, operate does not transform gender norms i.e. men assume they can lead women, rather than working alongside women or supporting feminist messaging. Some of the male advocacy programs perpetrate the same cultural norms that cause gender-based violence e.g. mental to women about making sure they perform the domestic duties so that they do not trigger violence in the family.

That said, FSVAC do have a male advocacy program based on global good practice that includes accountability to women that can be scaled up through Spotlight along with the development of guidelines for working with male advocates so that initiatives that are currently in operation can be strengthened and aligned to good practice.

Working with men and boys is commonplace through all prevention programs in the country with recognition by those working to change cultural norms that lead to violence recognising that men and boys are key partners in this social change. This is why each UN partner will work to strengthen existing good practice as well as broaden the base of these initiatives.

Figure 6. Key elements for effective violence prevention.²²



In addition to existing programmes in PNG, there are opportunities to adapt innovative programming that is showing evidence of success in other regions. The DFID funded **What Works to Prevent Violence against Women and Girls**, a global research and innovation programme, has evaluated more than 15 prevention programmes over the last five years, and several programmes, including couples-based interventions in Rwanda, school based approaches in Pakistan, and programmes to prevent GBV and create livelihood alternatives for youth in South Africa and Tajikistan, have reduced violence by as much as 50 per cent and could be adapted and piloted for use in PNG. One of the programmes, Stepping Stones, was already adapted for the Pacific Context and piloted in Fiji. The couple’s intervention in Rwanda, *Indashikyirwa*, could be a particularly useful programme for use with faith-based communities.

Proposed Strategy and Signature Interventions

TABLE 11. Spotlight approach to addressing challenges/gaps in Pillar Three.

Challenges/Gaps	How will Spotlight Address these Challenges/Gaps?
Patriarchal social norms are deeply entrenched and linked to social institutions such as the Wantok system, polygamy, bride price, compensation and widespread belief in sorcery.	Prevention messages will be developed based on a thorough analysis of social norms and tested and adapted to different local populations and key groups (community men and women, faith-based communities, youth, with an emphasis on girls, women and girls with multiple and intersecting forms of discrimination.) These will be incorporated in a systematic way across all of the prevention programming.
Preventive programmes are largely focused on “awareness raising” and “triggers of violence”	Expansion of best practice programming from SASA!, <i>Komuniti Lukatim Oi Meri</i> , Stepping Stones, FSVAC Male advocacy programme throughout the provinces.
Lack of focus on violence against adolescent girls, who are a key population in PNG.	Ensure that youth-based programming has an explicit focus on violence and discrimination faced by girls, and although boys may be involved in some programmes (Sanap Wantaim, Comprehensive Sexuality Education, Y-Peer, Youth Peer education, Equal Playing Field -sports programme), the focus of the programme will be on increasing gender equality, opportunities for girls, and reductions in violence against girls. Also, specific programming will be carried out for girls (for example, girls’ clubs, young women’s leadership groups, etc.) to provide “safe spaces” to discuss issues affecting them.
Primary prevention programming is fairly siloed, with weak coordination among international and national non-governmental organizations working to end VAWG.	Spotlight will stimulate knowledge sharing among International NGOs and national NGOs from the very beginning, to ensure that programming carried out at a local level uses global best practices. Particularly through the expansion of some aspects of the SASA! methodology, local groups will have an opportunity to incorporate the messages and principles of high -quality prevention



	programming in their local programmes. The Provincial Gender-Based Violence Action Committees will provide an opportunity for sharing and joint programming.
With some exceptions, faith-based organizations are not engaged in programming to end VAWG.	Faith-based leaders are members of the Steering Committee of the Spotlight Initiative and will be included in training and programmes at the provincial and district level. Some programmes, such as the Parenting for Child Development, were carried out with deep involvement of faith-based communities.
Despite policies on gender-based violence in the educational system, school-based prevention programmes are not widespread	Spotlight will support the roll-out of programming within the schools to promote gender equality and to reduce gender-based violence against girls in schools and in homes. The programmes will use a “whole school” approach, including involvement of teachers, parents and administrators, in addition to students. The Comprehensive Sexuality Education programming will address gender equality and gender-based violence, as well as sexual and reproductive health and rights. These programmes will be based on existing evidence-based programming that has been used in PNG and in the Pacific Region (Safe Schools, Equal Playing Field’s sports based programmes, etc.).
Inconsistent work with men	<p>Spotlight will work with men as allies for gender equality through advocacy campaigns including and other leaders through the Family and Sexual Violence Action Committee male advocacy programme according to the its guidelines, which will be further reviewed and finalized under this programme. Furthermore, men and boys will be included in many of the prevention programmes in the context of promoting male sensitivity and accountability to the women’s movement and furthering the gender-based violence prevention work.</p> <p>UNDP through its broader engagement on effective governance and policy development will support the work to raise awareness and engage men and women who are influential leaders in their sectors such as politics, government, private sector and media to raise awareness and garner support on the issues of addressing violence against women and prevention of gender-based violence.</p>
Funding and capacity of local CSOs is very weak	Through Pillar Six, Spotlight will contribute to strengthening administrative capacity of local CSOs to enhance their ability to identify funding streams to alleviate the human resource challenges.

Community mobilization through SASA! adaptation. As mentioned in the situation analysis, several pilot projects have been carried out in recent years in PNG to develop innovative GBV prevention programmes based on global best practices. For example, the Australian Government has funded the adaptation and piloting in PNG of the successful **SASA!** programme, which reduced intimate partner violence by 50 per cent in the Ugandan communities where it was evaluated.^{28,43} The adaptation, led by the international NGO Population Services International, has involved extensive consultation and validation with CSOs throughout PNG, and materials have been translated into Tok Pisin, as well as adapted to the PNG context, by adding new relevant themes, such as bride price, polygamy and child marriage. The programme is currently being implemented in Port Moresby and Sepik, and a rigorous evaluation is being conducted by the Equality Institute. Spotlight plans to leverage this work by conducting SASA! trainings among CSOs in target provinces and providing seed funds to carry out activities at a community level. Expanding the SASA! approach represents a great departure from “business as usual” in PNG, where recent evaluations found that much of the prevention work has either focused on “awareness raising” or addressing triggers of violence, such as alcohol use, or anger management.²² The SASA! approach addresses root causes of gender-based violence by encouraging participants to reflect on power imbalances within couples, in households and communities. It has proven to be an effective way to engage men and boys in ending VAWG because, instead of shaming men, or focusing solely on the negative impact of VAWG, SASA! emphasizes the positive benefits of non-violence and encourages individuals to take responsibility for their behaviour.



Programmes targeting youth. Given that children and youth make up the majority of PNG's population, Spotlight PNG has proposed a variety of innovative approaches for reaching youth, both within and out of school, with an emphasis on girls.

Sanap Wantaim ("let's stand together" in tok pisin) is a gender-based violence prevention programme for youth created by UN Women in partnership with a coalition of 5 youth groups based in Port Moresby: YWCA, Equal Playing Field, The Voice, National Capital District Commission Active City, and Yoga for Life. The programme mobilizes both male and female youth activists to campaign against VAWG. They do this through community theatre, spoken word, original music and other creative and artistic means in buses, markets and in schools. The programme has worked intensively with disenfranchised young men (raskols) to change their violent behaviour against women and girls. One of the slogans, "#NewNormal" challenges commonly held beliefs that VAWG is "normal." In Port Moresby alone, over 240,000 people have been reached by the Sanap Wantaim campaigns, and there is evidence that it has reduced violence among boys in schools and around markets. The programme is currently expanding to Sepik and Lae, and under Spotlight, will be established in 6 other Target Provinces.

Sports based approaches have also shown promise in reducing gender-based violence. The PNG NGO **Equal Playing Field** works to prevent violence against women and children in primary schools in Port Moresby, and more recently, in Port Moresby universities and in Bougainville. The programme trains year seven students, as well as teachers in a "Respectful Relationships" curriculum to prevent gender-based violence by promoting respectful behaviour and gender equity principles among young people. UNFPA has worked with Equal Playing Field in a project called "**Generation Found**" targeting out of school youth (boys and girls) with messages about gender equality and building responsible relations using sports models and sports programmes. In Spotlight, UNFPA will partner with Equal Playing Field to expand programming to the Target Provinces, together with the National Youth Development Authority.

Comprehensive Sexuality Education / Life Skills Education. Based on the UNFPA Population Education project of 2012, UNFPA will further collaborate with the National Department of Education and the Office of Higher Education and support will be provided to universities and colleges of teaching through in-service and pre-service training on the integration of **Comprehensive Sexuality Education / Life Skills Education** in the personal development curriculum. This includes targeting of teacher candidates as well as teachers with strong emphasis on VAWG. For secondary schools, training of trainers will be conducted based on the revised curricula to be supported under Pillar 2, which is the updated Population Education material. Thereafter, roll-out of actual training will be carried out in pilot secondary schools. In secondary and tertiary schools, a learning lab will be set up in existing premises with provision of learning materials and opportunities. In addition, girls' clubs will be targeted with content on menstrual hygiene management, sexual reproductive health, and prevention of VAWG.

Y-PEER is UNFPA's signature programme intervention carried out in different countries in the world. It uses a model of peer learning by youth volunteers who are trained and equipped with due materials. In PNG, Y-PEER also exists with UNFPA's support, and as such, it is important to create experience-sharing opportunities amongst Y-PEERs in different countries (South-South). The aim is to have youth advocates lead efforts for gender equality and to prevent VAWG. Also, support will be provided for peer education in universities, as well as youth resource centres and youth clinics.

The programme will also target not only **in-school youth** but also **out-of-school youth** via youth resource centre channels. Learning materials, courses, events and activities will be supported by expanding youth resource centres. In the same vein, collaboration will be sought with faith-based organizations and non-governmental organizations, so that their recreational events with youth participations will have an avenue to access Comprehensive Sexuality Education / Life Skills Education materials and promotions. Youth forums will be an effective opportunity to gather aspiring young people and create an excellent opportunity for young people to access this information and services. Also, building on existing structures of youth networks at sub-national level, prevention of VAWG and girls' leadership will be promoted. This can further develop knowledge and information sharing platforms amongst young people (esp. Y-PEERs).

UNICEF will develop an overarching social and behaviour change communication strategy to guide the implementation of the prevention related interventions for all stakeholders to address violence specifically against adolescent girls. The scope of this will be to create linkages between the different



initiatives being spearheaded by different UN agencies and create an overarching framework for prevention under the Spotlight programme and beyond. This will be done in partnership with the Department for Community Development and Religion, the office of the OCFS among others, and will involve all relevant sectors. The strategy will spell out interventions to address social and gender norms condoning VAWG and will also include a wide range of traditional and social media initiatives such as the U-report, which specifically targets youth and adolescents on issues affecting them and provide them with an opportunity to actively engage in the process of attitude change. The strategy will be based on an assessment of the root causes and social norms condoning violence.

Also, UNICEF will advocate with the Department of Education to issue a circular to ensure that school clubs are established and are child friendly, according to the criteria of the **Child Friendly School Initiative**. Existing school platforms will be supported through capacity building for teachers and school counsellors, as well as girls themselves to implement and monitor interventions and activities aiming to prevent violence.

Global research into the intersections between violence against women and violence against children has shown that parenting programmes can provide opportunities for preventing child maltreatment as well as IPV.^{44,45} UNICEF's **Parenting for Child Development** pilot programme, carried out in partnership with the Catholic Church's Archdioceses of Madang, Western Highlands/Jiwaka and Chimbu and the Centre for Child Development and Education at the Menzies School of Health Research in Australia, has already demonstrated statistically significant reductions in parents' reports of harsh parenting practices.³¹ Qualitative findings indicated that reductions in reports of violence against women by male spouses were also achieved. Spotlight will build on this successful programme by ensuring that the programme addresses couples' communications, gender power dynamics and contribute to reduce intimate partner violence, using a Train the Trainer approach the programme will be rapidly rolled out in target provinces. UNICEF will also develop an online and offline programme to be used for further training of trainers. The sustainability of the programme will be achieved by including government staff as master trainers, in addition to faith-based organizations, thereby creating institutional capacity to maintain the programme.

Table 12. Results Framework for Pillar Three.

Indicators	Activity	RUNO	Key Partners
Outcome 3: Gender equitable social norms, attitudes and behaviours are promoted at national, community and individual levels to prevent sexual and gender-based violence and harmful practices, and promote sexual and reproductive health and rights			
Output 3.1 National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards, for in and out of school settings			
Indicator 3.1.1 Proportion of countries with draft new and/or strengthened Comprehensive Sexuality Education programmes in line with international standards	Activity 3.1.1.1 Review the parenting for childhood development training package to mainstream gender and IPV.	UNICEF	FBOs
	Activity 3.1.1.2 Institutionalisation and roll out of the parenting for childhood development program into 4 provinces, and development of an online version of the package	UNICEF	OCFS
	Activity 3.1.1.3 Universities and colleges of teaching for pre-service training on Comprehensive Sexuality/Life Skills Education in relation to VAWG for teacher candidates.	UNFPA	DoE
	Activity 3.1.1.4 Train the Trainer of teachers on updated Comprehensive Sexuality/Life Skills Education.	UNFPA	DoE



	Activity 3.1.1.5 Roll-out of teachers training on Comprehensive Sexuality Education on pilot schools.	UNFPA	DoE
	Activity 3.1.1.6 Create a learning lab in secondary and tertiary schools for Comprehensive Sexuality/Life Skills Education; Organise South-South events on Y-PEER programme with countries in and out of the region; for experience sharing.	UNFPA	DoE
	Activity 3.1.1.7 Roll-out of peer training of trainers training of students on Comprehensive Sexuality/Life Skills Education; Secondary and Tertiary level students and expand peer education in universities; Expand youth resource centres targeting out-of-school youth, complimented by Y-PEER.	UNFPA	DoE
Indicator 3.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights	Activity 3.1.2.1 Strengthen existing school clubs to in primary school and secondary school to address violence	UNICEF	DoE
	Activity 3.1.2.2 Collaborate with FBOs on sports and fun events for young people as well as on the creation of youth forums and dialogue platforms to integrate Y-PEER and peer education programme.	UNFPA	EPF, NYDA,
	Activity 3.1.2.3 Strengthen sub-national youth networks to integrate GBV prevention programmes and promote girls' leadership.	UNFPA	EPF, NYDA,
	Activity 3.1.2.5 Establish inter-provincial knowledge sharing avenues amongst Y-PEERs to prevent VAWG and promote girls' leadership.	UNFPA	DoE
	Activity 3.1.2.6 Expand Sanap Wantaim to Spotlight sites (in-school and community outreach).	UN Women	OCFS/FBOs
Output 3.2 Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities. Including informing parenting skills around gender socialization through early childhood development programmes.			
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 and girls' sexuality and reproduction	Activity 3.2.1.1 Enable other organisations developing prevention to use SASA! approaches in their work, aligned with evidence-based behaviour change, looking at more political approach to change to 6 target provinces.	UN Women	OCFS/FBOs
	Activity 3.2.1.2 Review and update Male Advocacy strategy and module/tool kit.	UNFPA	FSVAC
	Activity 3.2.1.3 Expansion of the male advocacy program in the pilot sites.	UNFPA	FSVAC
Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping	Activity 3.2.2.1 Strengthen the use of traditional and social media to provide girls and women, as well as boys and men, an opportunity to engage on issues affecting them and inform awareness raising through public information services.	UNICEF	TBD



	Activity 3.2.2.2 Develop a five-years SBCC comprehensive multisectoral strategy focusing on prevention of violence against adolescent girls.	UNICEF	TBD
Output 3.3 Decision makers in relevant non-state institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG, including DV/IPV, and for gender-equitable norms, attitudes and behaviours and women and girls' rights Including the media, sports, workplaces, etc. Will differ from region to region and includes decision makers from informal institutions, e.g. traditional, religious and community leaders			
Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant non-state institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights	Activity 3.3.5.1 Set up of the Parliamentary Committee on GBV (Design activities for leaders and champions advocating for zero tolerance on GBV in Parliament, Govt, Private Sector); and design awareness and sensitization activities for male leaders and champions in Parliament, Government and Private Sector on GBV response and prevention, e.g. support initiatives such as Men of Honor, South-South exchange programmes.	UNDP	National Parliament, Private Sector, Government leaders

Sustainability

Sustainability will be achieved to the degree that local CSOs and government institutions successfully adapt and use the new tools and methods and internalize the new messages around violence prevention and gender equality. This will also require leadership and encouragement from provincial governments, as well as funding.

Table 13. Direct Beneficiaries for Pillar Three.

Recipient UN Organizations	Direct Beneficiaries	Comments
UN Women	1,200,000	Based on numbers reached in Port Moresby through the campaign, 1,200,000 will be reached through Sanap Wantaim: 200,000 in Port Moresby and 100,000 in each of the 11 Provinces.
UNDP	5,500,000	Work with 30 Members of Parliament, 200 electoral support staff and parliamentary staff, 200 officers in departments where their heads of department or agency is involved, 30 business leaders and CEOs and 3,000 of their staff and workers. Media awareness through radio, TV and print media will be 5,500,000 based on coverage of National Broadcasting Company estimates.
UNFPA	800,000	Teachers and workshop participant on the Comprehensive Sexuality Education, number of out of school youths directly involved with the Y-Peer and peer education workshop/trainings, number of secondary school students male/female involved in the interventions
UNICEF	900,000	The calculation is based on the 2016 PNG media survey, which provides information on the use of media in PNG. It is not possible to disaggregate direct and indirect beneficiaries as suggested by the secretariat because the survey does not provide any data disaggregated by age of people using each type of media (radio TV newspaper etc.). The number



		(900,000) result from the total number of people.
Total Direct	8,400,000	

Table 14. Indirect Beneficiaries Pillar Three.

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women	4,902,507	The general population that is benefited through the Spotlight provinces.
UNDP	10,000,000	109 Members of Parliament, 300 support staff and parliamentary staff, 500 officers in departments where their head of department is involved, 2,500 employees in businesses where their CEOs and managers who participate. Impact is also national so estimate population is 10,000,000.
UNFPA	4,902,507	The general population that is benefited in the Spotlight Target Provinces.
UNICEF	---	
Total Indirect	10,000,000	Includes the whole population (based on current estimates)

Pillar 4 - Delivery of Quality Essential Services

Theory of Change

If (1) service providers have the capacity to deliver essential services, including SRH services, and to prosecute perpetrators in line with international human rights standards and guidelines, (2) if these services are made available and accessible to women and girls, and if (3) women and girls are informed and empowered to exercise their rights to services (including SRHRs and access to justice) then (4) **women and girls who experience violence, including DV/IPV, will increase their use of services and recover from violence, while perpetrators will be prosecuted** because (5) underlying barriers to women and girls' access to services have been addressed (6) including in relation to gender and socio-cultural norms affecting women's sexuality and reproduction.

Outcome Statement

Outcome 4: Services are available, accessible, acceptable, and of quality for victims and survivors of VAWG/HP to help them overcome the crisis and have a long-term recovery from violence, including access to sexual and reproductive health services.

Lessons Learned

Access to safe, age-appropriate services is essential in order to support a survivor in identifying, prioritizing and meeting her needs. Safety assessment and planning is always a central component of response to VAWG, but other needs may include medical, psychosocial or legal services, temporary shelter, and economic support. Women's organizations and advocates report that extensive effort, coordination and creativity is often required to even minimally address the smallest needs. Research in PNG and elsewhere indicates that the first person a woman or girl turns to is often not a formal service provider but is more often a friend or family member. Linkages between formal and informal support systems improve the chances that a survivor, or the first person or place she turns to, will know where to direct her.

In PNG, almost all services that do exist operate in capital cities or provincial capitals. There are not enough services overall, for example there are only four refuges in the capital city and only one formal refuge in the Highlands where half the population live. There is no government funding for any community-based support services. Women with HIV accessing generalist GBV services often experienced discrimination from staff (who often hold quite conservative religious beliefs about HIV)



and other clients. Women with a disability are rarely able to access such services due to lack of appropriate transport and inaccessible buildings. In addition, in Papua New Guinea, research shows that many women with disabilities received those because of domestic violence. Therefore, there is a critical need to make special effort to reach out to rural and remote women and women in key populations to ensure they can access services.

TABLE 15. Spotlight approach to addressing challenges/gaps in Pillar Four.

Challenges/Gaps	How will Spotlight Address these Gaps/Challenges?
Lack of definition and coordination among provincial and district level referral networks, including service directories.	Spotlight will seek to formalise multi-sectoral coordination strategies in the provinces amongst key stakeholders and carry out training and regular mentoring to the GBV Secretariats to strengthen their capacity to monitor, support and develop capacity of members of the provincial and district level referral networks.
Lack of knowledge among community women and girls about available services.	Increase service availability and coverage of quality services and through various means inform the communities (especially women and girls) on the availability of the services and how to access them.
Social norms heavily discourage women and girls from accessing services and may be placed at additional risk for attempting to report violence.	In accordance with the “Do No Harm” principles, which are central to the Spotlight Initiative, protocols will be put in place for rapid response in the case of human rights defenders or survivors needing immediate assistance.
Quality of counselling and other services is uneven, and poor in some settings.	Together with the Association of Counsellors of PNG, Femili PNG and FSVAC, Spotlight will carry out intensive training of both professional and peer counsellors.
Case management is weak in most settings	With Femili PNG, Spotlight will provide training in case management to service providers. This case management strengthening will also include improving service delivery and case management for women and girls who are sex workers, women and girls with HIV, women and girls living with disabilities.
Rural women and girls have virtually no access to services	Spotlight will prioritise developing innovative methods to increase the access of rural women to services, including through virtual technology, and strengthening community support networks and protection. This will also have a specific focus to ensure benefits flow to women with disabilities and other key populations who are currently marginalised.
Main services Family and Sexual Violence Units and Family Support Centres) do not provide the full range of services of high quality envisioned under the Family Protection Act and National Department of Health clinical guidelines	Spotlight will work with the Royal PNG Constabulary and the National Department of Health and Provincial Health Authorities to improve the capacity, infrastructure, supplies and human resources of services in the focus provinces.
Services for marginalized women and girls (sex workers, women living with HIV, trans women, disabled women) are practically non-existent.	Spotlight will work with national organizations serving the needs of marginalised women (Friends Frangipani, Disabled Peoples’ Association), to understand the specific needs of these groups and develop innovative ways to provide services that are accessible and non-stigmatising.
In cases of extreme violence such as sorcery related violence, the pool of repatriation and reintegration funds is not enough to cover the demand for life-saving, emergency interventions.	Spotlight will work with Oxfam and Femili PNG to expand access to the pool of funds for repatriation and reintegration for survivors of this extreme violence.



Spotlight will improve coordination and capacity of provincial and district **referral networks** in Target Provinces, including police services (Family and Sexual Violence Units), Family Support Centres, shelters, and other support services (including a referral pathway for children and adolescents.)

As mentioned above, PNG has undergone an intensive and successful effort to reform legislation and national polices over the last decade to address VAWG. In particular, the passage of the Family Protection Act in 2013 (regulated in 2017) and the Child Welfare Act 2015 (Lukautim Pikinini Act) have strengthened the legal framework for protecting the rights and safety of women as well as girls and boys. However, recent evaluations of women's and girls' access to services for intimate partner or domestic violence in PNG have found that, outside of the National Capital District and a few provinces, the laws are not being implemented adequately. Provincial police, child protection, district court, and health officers, even those working in the Family and Sexual Violence Units and Family Support Centres do not know what their respective roles and responsibilities are with respect to the laws, nor how to implement them. Moreover, there is little coordination among the different service providers, and as mentioned earlier, case management and follow-up are almost non-existent in most settings, and inaccessible to women who have special needs e.g. women living with HIV, sex workers, lesbian and trans women, or indeed, the vast majority who live beyond provincial towns in rural and remote settings.

This situation is even more dire in rural areas, where Village Court Magistrates continue to use compensation and mediation as the main response to intimate partner violence. As a result, women and girls do not have access to the protections they are entitled to under the laws, such as Interim Protection Orders, or to other crucial services such as medical and psychosocial support, or safe refuge. The law and justice sector, with support from the Australian Government, has developed a very user-friendly toolkit for training police, district court judges, village magistrates, and service providers in the content and implementation of the laws and the creation of referral networks. The Family and Sexual Violence Action Committee, with The Department of Justice and Attorney General and the Justice and Stability Services for Development Programme, have carried out multisectoral trainings in some provincial capitals, but the majority of the provinces have not yet received training. Training toolkits have also been developed for community activists and Human Rights Defenders to raise awareness among community members about the laws and the rights of women and children under the laws.

Therefore, one of the key activities of Spotlight under Pillar 4 will be to support the Family and Sexual Violence Action Committee and the Department of Justice and the Attorney General to conduct capacity building workshops for provincial and district level stakeholders in Target Provinces. This will be led by UNDP, with the participation and support of the other Recipient UN Organizations, as appropriate. UNDP and UNFPA will be taking a systems approach to ensure internal GBV referrals flow from specialist units to other sections of wider operations of police and hospital and vice versa.

To strengthen the capacity of the health sector to respond to VAWG, UNFPA will support the National Department of Health and Provincial Health Authorities to implement the Essential Services Package at National and Sub-national levels, including the WHO Clinical Guidelines to Respond to Intimate Partner and Sexual Violence. Moreover, they will work with the Provincial Family Support Centres to improve their capacity and reach.

One of the critical weaknesses of the Family Support Centres has been in the area of human resources. For the first year or so, UNFPA will support the recruitment and placement of personnel in the centres to enhance their capacities. UNFPA will advocate with Provincial Administrations and Provincial Health Authority for increased allocations for the Family Support Centres to absorb and institutionalize those additional personnel and once the budget allocations by Provincial Health Authorities under Pillar 2 are instituted, the local governments can absorb the cost of the personnel. Another weakness of the Family Support Centres is their limited operating hours. At present, the centres are open only during the day, although it is known that violence most often occurs at night and on weekends. The efforts of Spotlight will also contribute to expanding the hours of operation of the centres. UNFPA will engage in a negotiation process with the Provincial Health Authorities to ensure 24/7 operating hours of the Family Support Centres, thereby removing a significant barrier to access to services facing victims of violence. In addition, the centres severely lack necessary equipment and supplies, and while this should start to be funded by Provincial Health Authorities, in the medium term, an initial investment will have to be made to ensure the effective functioning of the Family Support Centres. Also, in order to attract competent human resources, incentive mechanisms will be piloted and instituted to attract resident



doctors and health personnel in the centres. Furthermore, UNFPA will support the capacity of the centres to carry out outreach clinics especially targeting marginalized and rural hard-to-reach communities. UN Women will work through its community networks developed under Spotlight to publicise the Family Support Centres to create more demand for them. In Port Moresby, there is evidence that stronger advertising of the service greatly increases the number of users.

UN Women will work with Human Rights Defenders, organizations for women with disabilities such as Call, and Friends Frangipani (sex workers), lesbian and trans women activists to explore ways to make services more accessible to for women and girls with multiple and intersecting forms of discrimination. Part of this work will involve creating awareness about the available services to increase demand for the Family Support Centres and other services. UN Women will also support the PNG Association of Counsellors and Femili PNG to develop guidelines for counselling and case management for survivors of IPV/DV, and to conduct training for providers in Target Provinces.

In order to reach the most inaccessible and remote women with basic services, UN Women will work with women’s rights organizations and faith-based organizations to expand the network and quality of services for survivors in rural areas, through a combination of community-based shelters and counselling, hotlines, digital technologies, and other appropriate means. Successful models for community safe houses and longer-term housing options in remote communities will be identified, including repatriation and support for survivors of sorcery accusation related violence, to support and expand the reach of these services.

Under this pillar, UNICEF will focus on strengthening the capacity of the I Office of the Child and Family Services to implement the Lukautim Pikinini Act and to develop referral pathways for children and adolescents at provincial level This will entail boosting the national social service workforce necessary to effectively manage cases of child and adolescent girl survivors or those at-risk. To date, UNICEF’s technical and financial support has contributed to strengthening the social welfare workforce with the endorsement by the National Council of 23 child protection officers at provincial and district level, which are now ready to be gazetted. Through Spotlight, UNICEF will contribute to the gazettal process of these 23 child protection officers, with the goal of having all positions at provincial level gazetted by year three. A comprehensive roadmap for social welfare workforce strengthening in PNG will be developed to guide the efforts of the Government of PNG in this area. Key interventions also include the revision of existing referral pathways based to ensure that the needs of children and girls are taken into due consideration. Initiatives identified under Pillar Three (such as the engagement of the U-report tool, dialogues through schools, etc.) will support the process of identification of the needs, the issues and the barriers that girls experience in seeking and accessing help when they experience violence. UNICEF will also work with the National and Provincial Departments of Education to review and roll out national Standard Operating Procedures to manage violence in and through schools, according to the existing National Behaviour Management Policy.

Table 16. Results Framework for Pillar Four.

Indicators	Activity	RUNO	Key Partners
Outcome 4: Services are available, accessible, acceptable, and of quality for victims and survivors of VAWG/HP to help them overcome the crisis and have a long-term recovery from violence, including access to sexual and reproductive health services.			
Output 4.1 Relevant government authorities and women’s rights organizations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls’ survivors of VAWG, including DV/IPV, especially those facing multiple and intersecting forms of discrimination.			
Indicator 4.1.2 Number of women and girls with access to programmes developed to integrate	Activity 4.1.2.1 Revision of referral pathway for children and adolescent girl victims of violence.	UNICEF	Office of Child and Family Services



VAWG, including DV/IPV, response into SRH, education and migration services.			(OCFS), FSVAC
	Activity 4.1.2.2 Provide technical assistance to the NDoE/PDoE to review and roll out national SOPs to manage violence in schools according to the existing behaviour management policy-BMP.	UNICEF	NDoE, PDoE,
	Activity 4.1.2.3 Provide technical assistance to 3 teachers colleges (PNGEI, Holy Trinity and Balob,) to revise school councillors training module to address family violence and GBV.	UNICEF	NDoE, PDoE,
	Activity 4.1.2.4 Train school counsellors in three provinces on the revised school counsellors training module.	UNICEF	NDoE, PDoE,
	Activity 4.1.2.5 Review and update current Essential Services Package health sector module per UN Essential Service Package.	UNFPA	NDoH, PHA, FSVAC
	Activity 4.1.2.6 Pre-service and in-service training of the Essential Services Package including nursing and midwives.	UNFPA	
	Activity 4.1.2.7 Roll-out of the Women's Health Protection Bill at national and sub-national levels.	UNFPA	
	Activity 4.1.2.8 Short-term exposure and exchange programmes between FSCs for skills upgrading.	UNFPA	
	Activity 4.1.2.9 Increase FSCs which are functioning per established standards.	UNFPA	
	Activity 4.1.2.10 Training and capacity building for village courts magistrates and officials on Lukautim Pikinini Act, Family Protection Act and specific/ targeted intimate partner or domestic violence sections of the village court Act. Support system to document cases and tracking of IPOs and other orders for protection against FSV/GBV.	UNDP	FSVACs, Justice and Stability Services for Development Programme (DJAG, RPNGC),
Output 4.2 Women and girls' survivors of VAWG, including DV/IPV, and their families are informed of and can access quality essential services, including longer term recovery services and opportunities			
Indicator 4.2.1 Number of women and girls' survivors of VAWG, including DV/IPV, that have increased knowledge of and	Activity 4.2.1.1 Strengthen capacity of the existing FSCs to provide child and girls' friendly services.	UNICEF	NDOH, OCFS
	Activity 4.2.1.2 Develop strategic plan for social welfare workforce in PNG based on existing evidence on strengths and weaknesses.	UNICEF	



<p>access to quality essential services.</p> <p>-</p>	<p>Activity 4.2.1.3 Development of minimum standards for social welfare workforce and align them to international standards as well as develop a comprehensive training package for social workers.</p>	<p>UNICEF</p>	
<p>Indicator 4.2.2 Number of women and girls' survivors and their families, including groups facing multiple and intersecting forms or discrimination, that have increased knowledge of and access to accompaniment/support initiatives, including longer-term recovery services.</p>	<p>Activity 4.2.2.1 Expand access to services for survivors in rural areas through a combination of community-based shelters and counselling, hotlines, digital technologies, and other appropriate means.</p>	<p>UN Women</p>	
	<p>Activity 4.2.2.2 Improve quality and standards for counselling and case management to offer appropriate support to all women survivors, including women living with HIV, trans women, lesbians and women and girls with disabilities.</p>	<p>UN Women</p>	
	<p>Activity 4.2.2.3 Strengthen the PNG Counselling Association and improve the pool of available counsellors</p>	<p>UN Women</p>	<p>PNG Counsellors Association</p>
	<p>Activity 4.2.2.4. Support the consultation to agree on action plan based on the FSC review conducted</p>	<p>UNFPA</p>	
	<p>Activity 4.2.2.5 Roll out of mobile FSCs by integration with mobile outreach clinics.</p>	<p>UNFPA</p>	
	<p>Activity 4.2.2.6 Support recruitment and placement of set FSC personnel.</p>	<p>UNFPA</p>	
	<p>Activity 4.2.2.7 Increase administrative access to FSCs (e.g. aim for 24/7 opening); Expand youth friendly clinics to reach out to actual and potential victims of VAWG; Strengthen PHA's reach-out capabilities and their roll-out of FSCs</p>	<p>UNFPA</p>	
	<p>Activity 4.2.2.8 1. Provide essential equipment and supplies for FSCs. 2. Institute incentive mechanisms for pre-service resident doctors/health personnel towards FSCs. 3. Impart skills of (sexual and reproductive) health professionals to identify potential risks and victims of VAWG at provincial level. 4. Strengthen referral protocols from health to other relevant sectors at provincial level as well as from other sectors to health sector per Essential Services Package guidelines.</p>	<p>UNFPA</p>	<p>NDoH, PHA, DfCDR, OCFS, FSVAC, Village Courts, District Courts, RPNGC</p>
	<p>Activity 4.2.2.9 Work with Police, Village, and District Courts in selected sites to streamline and improve FSV/GBV case administration, case management and referral; and strengthen coordination of services for GBV cases.</p>	<p>UNDP</p>	

Table 17. Direct Beneficiaries Pillar Four.



Recipient UN Organizations	Direct Beneficiaries	Comments
UN Women	208,080	1000 so violence of severe or sorcery related violence access repatriation and reintegration support; 1000 women with a disability receive support; 5000 women and girls access support through phone lines in the 11 provinces; 80 new counsellors are trained; 500 workers in GBV services are trained in referral pathways; 500 human rights defenders receive support; 200,000 people receive information about local services including FSCs and FSVU's.
UNDP	100	Work with 30 Village court magistrates and 30 police officers and 40 other officials.
UNFPA	200	The Family Support Centre/ Provincial Health Authorities/ National Department of Health personnel that will have benefitted from the intervention.
UNICEF	150	Service providers in the FCS and referral pathway, including newly appointed child protection officers.
Total Direct	208,530	

Table 18. Indirect Beneficiaries Pillar Four

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women	1,354,202	The general populations that are accessing the services. Estimation based on the 50 per cent of the females being in the population and factoring into figure the current domestic violence rate as per the DHS released date of 59 per cent.
UNDP	891,389	Population of the 6 Spotlight sites.
UNFPA	1,354,202	The general populations that are accessing the services. Estimation based on the 50 per cent of the females being in the population and factoring into figure the current domestic violence rate as per the DHS released date of 59 per cent.
UNICEF	---	N/A
Total Indirect	3,599,793	

Pillar 5 - Data Availability and Capacities

Theory of Change

If (1) Measurement and methodologies for VAWG, including DV/IPV, data collection are improved and strengthened (including monitoring and reporting requirements for SDG target 5.2 indicators) (2) the capacity of national institutions to collect disaggregated VAWG, including DV/IPV, data in line with globally agreed standards is strengthened and (3) disaggregated data (including to extent possible on age, ethnicity, location, socio-economic status, disability) are made accessible and disseminated to be used by decision makers and civil society (4) **then laws, policies and programmes will be based on evidence and better able to respond to the specific context and realities of women and girls, including those most marginalized** (5) because they will be based on quality, disaggregated and globally comparable data.

Outcome Statement:

Outcome 5: Quality, disaggregated and regionally/globally comparable data (in line with international standards) on different forms gender-based violence/harmful practices collected, properly analysed, and effectively used to inform laws, policies and programmes.



Lessons Learned

Limitation and challenges with data collection usually exist due to problems with registration forms or data entry at the point of entry. Improving data collection at the entry point is extremely important in ensuring that appropriate information is registered and recorded. Typically, administrative data are collected using paper-based registration or record-keeping systems, computer-based data management systems or online case management systems. There are benefits and challenges with each system. Regardless of which system is used, it is important that registration or record-keeping systems are routinely used to record all reported incidents of VAWG. It is also important that the system allows data to be compiled on a regular basis so that they can be analysed. Although many countries have attempted to create unified national information systems for recording cases of gender-based violence, these have been costly and difficult to implement in practice. The Gender-Based Violence Information System (GBVIMS), developed for use in conflict and humanitarian settings, can collect data from a variety of entry points.⁴⁶ However, it has been less successful in development contexts, where it can duplicate and contradict institutional data gathering. A more practical approach is to encourage institutions to collect comparable data on a limited number of key variables (for example, type of violence, age and sex of victim and perpetrator, relationship between victim and perpetrator) and compile these on a yearly basis. These figures may include significant overlap but will give a general picture of what services are being accessed.

It is important that all data collection activities adhere to ethical and safe practices. Confidentiality must always be protected and usually, an identification number that is not similar to any national identification number can be used to track cases. Confidentiality and safety are particularly crucial in the case of household surveys, where survivors may be living with their perpetrators, and disclosing violence could put them at risk of physical and emotional harm. The World Health Organization has developed **Ethical and Safety Recommendations for Researching Violence against Women** and these should be adhered to in all data collection activities. These include detailed recommendations on ensuring privacy and confidentiality, reducing and mitigating potential harm to participants and researchers, provision of services and information to participants, and training and supervision of interviewers.⁴⁷⁻⁴⁹

In PNG, data collection is a vexed issue with many government departments capturing extensive data but not using it to inform practice or policy. On the other hand, very little data is captured by services working in the field and this is compounded by lack of understanding as to why data should be collected and how to use it practically in the work. Major barriers exist between government departments in sharing data. Therefore, under this pillar, practical approaches will be developed that will demonstrate to service providers the need for data and the use of data. These approaches have been identified through recent research about what is needed in Papua New Guinea to strengthen data collection for improved policy and services.

Proposed Strategy

TABLE 19. Spotlight approach to addressing challenges/gaps in Pillar Five.

Gaps/Challenges	How will Spotlight Address these Gaps/Challenges?
National rigorously collected prevalence data on intimate partner violence/domestic violence was only collected for the first time in 2018 and detailed information will not be available until late 2019	As soon as the Demographic and Health Survey data are available, the findings will be widely disseminated through infographics, trainings, and other communication methods.
No national data system to collect comparable data from different sectors on gender-based violence services provided.	Follow-up on the recent expert review of the gender-based violence data system will be pursued, to develop a system that is feasible and acceptable for the local conditions and that allows comparison of service data from different sectors.
Monitoring and evaluation of programmes is weak and focuses on activities, rather than outputs and outcomes.	Capacity building with implementing partners to develop simple methods for monitoring projects with a focus on learning rather than counting activities.
More information and both quantitative and qualitative research are needed to understand what programmes are working and why.	Spotlight will conduct implementation research to understand how programmes are working, and to be able to make any necessary course corrections



	along the way. Selected programmes will carry out impact evaluations to measure changes in attitudes and/or behaviours as a result of the programmes.
Ethical and safety standards are not widely used in data collection.	Training provided to local researchers and data collectors on ethical and safety standards and monitoring to ensure that standards are adhered to.

As mentioned above, current approaches to data collection on gender-based violence are fragmented, and a simplified, systematic, and sustainable administrative data collection and management system is much needed. A recent evaluation of the national data systems concluded that it would not be feasible in the short term to achieve a unified national data collection system. However, there is scope to improve the quality of data collected by the different sectors, to simplify the amount of data collected, and to use comparable indicators and definitions, so that it could be possible to have a better picture of what services are being provided and how they can be improved. To this end, Pillar Five of Spotlight aims to improve the quality and quantity of available information on the prevalence, incidence and characteristics of gender-based violence in PNG, as well as administrative data.

As mentioned earlier, a Demographic and Health Survey was recently conducted in PNG, including a module on domestic violence for the first time in PNG, and following the release of the preliminary report in June 2019 on key indicators, detailed results will be available later in 2019. As the first national population-based information on gender-based violence in PNG, the DHS results provide an excellent opportunity to raise awareness among parliamentarians and decision-makers, as well as the general public, on the pervasiveness of all forms of gender-based violence, as well as its impact on women, their children, and society as a whole. UNFPA will lead the dissemination of the results of the domestic violence module at a national and local level, through the development of infographics and other communication materials. Special opportunities will also be created by young women researchers for in-depth analysis, who will be coached by international experts. UNFPA also plans to conduct a focused gender-based violence survey in spotlight focused areas in year 3 of the Spotlight programme. It will include selected provinces that are part of the Spotlight geographic targets. While change in the prevalence of violence after 2 years of programme implementation is unlikely, there may be observable changes in other indicators, such as knowledge levels, access to services etc.

UNDP will lead the effort to strengthen the quality of administrative data in different sectors (police, health, Office of Child and Family Services, etc.) as well as the development and implementation of protocols for data sharing for use in national and local planning and coordination. This effort will be carried out in partnership with the Gender-Based Violence Secretariats, under the Department for Community Development and Religion, with support from the other Recipient UN Organizations.

UNICEF will provide support to the Office of Child and Family Services to finalize the data management data base using the Primero/CPIMS+ platform and roll it out in selected provinces. This is the only national case management data base that will be able to generate administrative data disaggregated by sex, age and form of violence against children and girls, as well as on a wide range of child protection issues. The data collection tool developed can be utilized to initiate the process of standardization of data collection across different sectors. The protocols on the data use and management being developed under this initiative can be a good reference point for other sectors too.

Table 20. Results Framework for Pillar Five.

Indicators	Activity	RUNO	Key Partners
Outcome 5: Quality, disaggregated and regionally/globally comparable data (in line with international standards) on different forms GBV/HP collected, properly analysed, and effectively used to inform laws, policies and programmes.			
Output 5.1 Key partners, including relevant statistical officers, service providers in the different branches of government and women's rights advocates have strengthened capacities to regularly collect data related to VAWG, including DV/IPV, in line with international and regional standards to inform laws, policies and programmes, statistics offices, justice, security and health sector			



Indicator 5.1.1 Number of National Statistical Offices that have developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG, including DV/IPV	Activity 5.1.1.1 Strengthen capacity of the OCFS to manage the database and generate, analyse and use data for programming and budgeting.	UNICEF	
	Activity 5.1.1.2 South-South networks and exposure to quality health sector administrative data set for VAWG; conference	UNFPA	NDoH
	Activity 5.1.1.3 Advocate for data-sharing protocols among essential service providers; 3. Strengthen health sector capabilities on data management of VAWG.	UNFPA	DfCDR, RPNGC DJAG, FSVAC, NDoH, PHA, FSC, Femili PNG
	Activity 5.1.1.4 Linked to work described in Pillars 2, 3 and 4 with police, courts and the National GBV Secretariat: establish or strengthen existing case management system in selected provinces - review and strengthen the database system used by the NCDC GBV Secretariat and extend to two provinces	UNDP	
Output 5.2 Quality prevalence and/or incidence data on VAWG, including DV/IPV, is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making			
Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making.	Activity 5.2.1.1 Conduct qualitative analysis on VAWG based on DHS data (focus groups; in-depth interviews) to identify root causes of VAWG (including reproductive coercion and impact of IPV);	UNFPA	
	Activity 5.2.1.2 Fellowships on: In-depth studies on VAWG per DHS data by young women researchers as coached and supervised by international experts.	UNFPA	
	Activity 5.2.1.3 Develop info graphs and other communication materials of DHS and other data set on VAWG; 2. Provincial dissemination of DHS and VAWG data set.	UNFPA	NDOS
	Activity 5.2.1.4 Focused GBV study in select provinces to measure the Spotlight intervention's impact on IPV/DV/ and Action research for interventions under Pillar 6.	UNFPA	
	Activity 5.2.1.5 Safety audit for survivor friendly courts annually.	UNDP	DJAG
	Activity 5.2.1.6 Linked to work described in Pillars 2,3 and 4 with police, courts and the National GBV Secretariat and establish a National	UNDP	DfCDR, RPNGC DJAG, FSVAC,



	M&E system for the National GBV Secretariat.		NDoH, PHA, FSC, Femili PNG
	Activity 5.2.1.7 Review the NCDC GBV Secretariat GBV database, strengthen it and rollout to two Spotlight provinces (Lae and Kokopo)	UNFPA	

Sustainability

The sustainability of these activities depends to a large degree to the extent that they are incorporated into the appropriate institutions, and appropriately funded. Therefore, the activities in Pillar Two to guarantee funding of the GBV Strategy and inclusion in the budgets of the Provincial Governments, the National Department of Health and Provincial Health Authorities, and the Royal PNG Constabulary.

Table 21. Direct Beneficiaries Pillar Five

Recipient UN Organizations	Direct Beneficiaries	Comments
UN Women		
UNDP	30	With police, courts and the National Gender-Based Violence Secretariat: establish or strengthen existing case management system in Kokopo and Lae: total of 30 people to receive direct support.
UNFPA	200	Number of workshops and personnel that are have benefitted from the data intervention
UNICEF	50	At least 2 focal persons per province and national level focal points trained and able to use Primero.
Total Direct	280	

Table 22. Indirect Beneficiaries Pillar Five.

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women		
UNDP	500,000	Population of Kokopo and East New Britain, estimated at 500,000.
UNFPA	1,354,202	The general population, as well as policy makers that have benefitted from having that data available.
UNICEF	---	N/A
Total Indirect	1,854,202	

Pillar 6 - Supporting the Women's Movement

Theory of Change

If (1) the knowledge, expertise and capacities of women's rights organizations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination is drawn upon and strengthened, and (2) the space for women's rights organizations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination's expression and activity is free and conducive to their work, and (3) multi-stakeholder partnerships and networks are established at local, national, regional and global level with women's rights groups and autonomous social movements and



CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination, **then (4) women’s rights organizations, autonomous social movements and CSOs will be able to influence, sustain, and advance progress on GEWE and VAWG, including domestic violence/intimate partner violence, policies and programmes that respond to the needs of all women and girls, including those facing multiple and intersecting forms of discrimination, because (5) the activism of women’s rights organizations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination is a crucial driver of progress on efforts to end VAWG, including domestic violence/intimate partner violence.**

Outcome Statement

Outcome 6: Women’s rights groups and CSOs, including those that are youth-led and those that represent groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG.

Lessons Learned

Local and global feminist movements have played a critical role in creating the conditions for change and have largely been responsible for getting the issue onto the public agenda.^{50,51} Empirical analysis of policy changes over time in 70 countries suggests that, of all factors, the presence of autonomous women’s movements was the main driver of progressive government action on violence against women, playing a larger role than left-wing parties, the number of women legislators, or even national wealth.

In the Pacific, women’s organizations, such as the Fiji Women’s Crisis Centre and the Vanuatu Women’s Centre and women’s rights movements, such as the Pacific Women’s Network Against Violence Against Women, have led the work on EVAWG over the past 30 years. They have largely been responsible for getting the issue onto the public agenda. Fiji Women’s Crisis Centre established a strong regional network and frequently supports cross-learning and training for organizations in PNG.

For the reasons mentioned already under Outcome 4, the women’s movement in Papua New Guinea has not consistently gained strength though there are examples where women have organised with great effect showing there is capacity to build upon. For instance, when a woman was burnt to death in public as a ‘witch’ in Mount Hagen, women organised en masse calling for government intervention to stop the violence. This resulted in the repeal of the Sorcery Law. However, the gains from this movement have not been followed up with further action through the women’s movement. It is expensive to organise in this way, the few women with a feminist view of gender-based violence are scattered across the country, there is no ongoing support for this kind of advocacy through civil society organisations who exist mainly for service delivery rather than advocacy.

Proposed Strategy

TABLE 23. Spotlight approach to addressing challenges/gaps in Pillar Six.

Challenges	How will Spotlight Address these Gaps/Challenges?
Grassroots women’s organizations are disbursed and have few opportunities to network and organize around shared interests at a regional and national level.	Spotlight will provide opportunities to develop regional and national networks for women’s organizations, including faith-based groups, human rights defenders, young women, and women. There will be a specific focus on marginalised women, ensuring they can link up and raise their concerns within this emerging women’s movement.
Grassroots women’s groups are poorly funded and have low capacity to raise and manage funds.	Spotlight will provide training and resources for women’s groups in fund raising and administration of funds, as well as technical support to build knowledge and understanding about women’s rights and Gender equality issues, through the establishment of a CSO Hub.
Human Rights Defenders run considerable risks in the work they do.	Through Pillar one (law or policy supporting protection of human rights defenders) and support for advocacy to obtain resources and safety protocols.



As mentioned previously, the women's movement in PNG is fragile and dispersed, although great strides have been made in the last decade. UN Women will lead this Pillar, which aims to strengthen the women's movement, as well as other CSOs representing faith-based communities, youth, women and girls with disabilities, sex workers, women living with HIV, lesbian and trans women, and other groups facing intersecting forms of discrimination/marginalization, in their capacity to advocate for gender equality and ending gender-based violence. A critical problem facing local groups is access to funding, in part due to low administrative capacity and also because of the stringent requirements in managing funds. Another issue is the isolation of local groups and scarce opportunities to learn from each other and develop joint programming.

During the regional consultations to develop this design, women leaders recommended that, in order to support growth and development of young leaders, Spotlight should coordinate and institutionalize training for women's groups, strengthen existing grassroots organizations (Kafe Urban Women's Settlers Association, HR Defenders, Voice for Change etc.) and faith-based women's groups, and improve leadership and skills of the Provincial and District Women's Councils. They also requested funding for basic resources (such as money for transportation for survivors to services which they often have to provide themselves) and to have trainings on data management and collection. Because of the awareness and advocacy work that the Human Rights Defenders do, they also recommended that they should have Toll-free call lines for rapid response in case of safety issues.

To this end, the following strategies will be employed:

Spotlight will establish a capacity building/development Hub for local organizations (*Please refer to Annex 5 for Civil Society Hub Terms of Reference*) including groups led by young women, and those facing multiple and intersecting forms of discrimination, to increase their access to funding and technical assistance. This Hub will be staffed and managed through Spotlight. The Hub will build the capacity of local CSOs across all pillars, including pillar Six, to ensure that at the end of the programme, local CSOs are able to accept and disburse funding from donors and Government and local women's groups are well placed to manage funds from other sources and continue their advocacy work. CSOs funded through Spotlight will be able to access intensive training on grant acquittal processes and grant management. They will also be able to access a range of technical support such as gender and feminism within Papua New Guinea, monitoring and evaluation skills, child protection skills, do no harm skills, community organisation for change, community arts and media skills, et cetera.

It is possible that Papua New Guinea will receive an additional \$2 million funding from the Women, Peace, and Security Trust Fund and the Ending Violence Against Women and Girls Trust Fund as part of Spotlight. These trust funds will also contribute to the CSO capacity building Hub if so. Grants under these two trust funds range between 20,000 to 200,000. This means up to 100 grants could be managed through this hub just from the trust funds with an additional \$10 million granted to numerous CSOs through the six pillars of Spotlight. Absorptive capacity of Papua New Guinean CSOs urgently needs expansion to enable the successful delivery of Spotlight. Not only will the Hub enable this, it will also build a cohort of community organisations into an effective movement for change.

If the Ending Violence against Women and Girls Trust Fund does commit to providing funds through Spotlight, it is possible that these funds will cover the Pacific region. The budget at this point does not include a regional focus as this still needs to be determined.

The capacity development Hub for CSOs will undertake a comprehensive mapping, appraisal, and capacity strengthening of CSOs delivering prevention and response services on gender-based violence and identify their institutional needs for more effective service delivery. It will then draw on visiting consultants and in country expertise to build knowledge within CSOs about women's empowerment and gender-based violence since few CSOs have a feminist view of such violence.

Support will also be given to build the networks and capacity of Human Rights Defenders across the country to support shared learning and partnerships. Innovative methods such as virtual platforms will be used to engage women from remote areas and women lived with disabilities and HIV, to support their efforts for advocacy and influencing local, provincial and national decision makers. The goal of these activities is to ensure that the diversity of women's voices in PNG are amplified and heard throughout the country.



Outcome 6 will identify a core group of CSOs that have been at the forefront of working directly with women and girl survivors – in providing shelter, psychosocial, legal support and other services - to act as an informal think tank for the initiative and facilitate their valuable engagement with legislative, policy and programme process, linked to the CSO reference group. Given their practical expertise and access to local networks and trust in communities this group will have strong legitimacy and clout in advancing the concerns of their constituencies.

Media organizations which are extremely powerful social mobilization institutions and wield considerable influence on public opinion, will be engaged to ensure continuous gender-sensitive and rights-based reporting on gender-based violence in line with Do No Harm principles. The CSO Hub, working with women leaders in the sector, will gather and disseminate new research findings and violence committed against marginalized groups and collaborate with media organizations to promote more gender-equitable attitudes and zero tolerance for violence through popular responsible reporting. In this respect, the UNICEF recruited Communications for Development specialist will build capacity of local groups to use the media for change.

Table 24. Results Framework for Pillar Six.

Indicators	Activity	RUNO	Key Partners
Outcome 6: Women's rights groups and CSOs, including those that are youth-led and those that represent groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and EVAWG			
Output 6.1 Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including DV/IPV, with relevant stakeholders at sub-national, national, regional and global levels. Including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization.			
Indicator 6.1.1 Number of jointly agreed recommendations produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination	Activity 6.1.1.1 Establish a capacity building/ development unit for local organizations (through Spotlight and TFs) to increase access to funding and technical assistance.	UN Women	Human rights defenders and CSOs
Indicator 6.1.2 Number of official dialogues with relevant government authorities with the meaningful participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination	Activity 6.1.2.1 Expand the network of Human Rights Defenders in all project sites to link more effectively to the referral network e.g. recruitment and training of HRDs.	UN Women	
	Activity 6.1.2.3 Support the functioning of the CS-NRG to advise the Spotlight Country Programmes and advocate and partner for the realization of its objectives.	UN Women	



	Activity 6.1.2.4 Share lessons from other women's rights organisations (e.g. Africa) about how to develop a women's movement fit for the country Grants to partner to initiate South-south exchanges between women's rights organizers in Africa, Asia and Pacific to build a women's movement in the country.	UN Women	
	Activity 6.1.2.5 Expand the Business Coalition for Women's reach to other urban areas to increase business partners and impact.	UN Women	Business Coalition for Women
Output 6.2 Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including DV/IPV, and GEWE more broadly			
Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms [1] for advocacy	Activity 6.2.1.1 Support women living with disability, women living with HIV and others experiencing intersecting forms of violence run their own campaigns on EVAWG	UN Women	
Output 6.3 Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG, including DV/IPV			
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, including DV/IPV	Activity 6.3.1.1 Creating virtual platforms for engagement for women's movement to support advocacy and influence	UN Women	

Sustainability

The institutional capacity of these groups will be strengthened to enable them to deliver more effectively on programme design; implementation; finance management and reporting, monitoring; resource mobilization; advocacy; knowledge management; and documentation of best practices and lessons learned. The initiative will create platforms for CSOs (including those working with the most marginalized groups and in remote locations) to share the knowledge and empower rights-holders to influence change more effectively.

But beyond this, the institutional capacity for organising and mobilising around women's rights will also be built to enable women to continue to raise their needs and issues to Government long after Spotlight finishes. New models for coalition building will also have been developed under Spotlight to deal with some of the barriers that currently plague women from advocating their rights e.g. online platforms that reduce the cost of communication and transport and are accessible to a wide range of different groups.

Women's groups and youths in faith-based organizations which have strong linkages at community



level also have an important role to play in this context. They will be supported and engaged in efforts to prevent and respond to violence in faith-based settings, working with constituted authorities to transmit the values, norms and behaviours that eliminate VAWG. This is also a sustainability mechanism at community level, as faith-based organizations will receive an impetus to continue the good work they have been doing without external support.

Table 25. Direct Beneficiaries Pillar Six.

Recipient UN Organizations	Direct Beneficiaries	Comments
UN Women	3,000	Individuals receiving direct benefits from the programme within targeted organizations.
UNDP	---	
UNFPA	---	
UNICEF	---	
Total Direct	3,000	

Table 26. Indirect Beneficiaries Pillar Six.

Recipient UN Organizations	Indirect Beneficiaries	Comments
UN Women	1,125,000	All other CSOs benefitting from networking, knowledge management and other related products of the programme.
UNDP	---	
UNFPA	---	
UNICEF	---	
Total Direct	1,125,000	

IV. Alignment with SDGs and National Development Frameworks

The PNG Spotlight Programme significantly contributes to the achievement of the country's development goals, the SDGs and the UNDAF. The **Medium-Term Development Plan III (2018-2022)** integrates localized SDG indicators and underpins the priority development process. Gender is one of the eight cross-cutting sectors and one of the goals is to increase the percentage of access to services among gender-based violence cases to 40 per cent in 2022 doubling the pre-2018 baseline of 20 per cent (link to global indicators 5.2.1 and 5.2.2). Spotlight works to increase demand (Pillar Three), ensure that quality services are accessible, including referral pathways (Pillar Four) and that the data is available (Pillar Five) directly contributing to this national goal.

Similarly, the **UN Development Assistance Framework (2018-2022)** incorporates gender as a cross-cutting theme throughout the four results areas, which are based on the SDG key elements (People, Peace, Planet, and Prosperity).¹ With each pillar based on the Human Rights Approach and the outputs based on supply, demand and enabling environment, Spotlight contributes directly to UNDAF outcome "by 2022, people in PNG, especially the most marginalized and vulnerable have enhanced and sustained utilization of quality and equitable services, food security and social protection." Spotlight addresses the well-functioning of provincial secretariats and the number of cases of gender-based violence and violence against children reported at the provincial level at all levels.

The **National Strategy to Prevent and Respond to GBV (2016-2025)**, reiterates an inter-sectoral rights-based approach that considers all forms of violence based on gender. This reiterates a coordinated roll-out of strategic interventions that will lead to the prevention of gender-based violence



and support quality services for survivors of violence, when not prevented. Other planning documents include the Family Protection Act (2017), Lukautim Pikinini (Child Welfare) Act 2015, and Child Protection Policy. Spotlight supports the roll-out of strategies in the Strategy, addressing implementation challenges faced in rolling out the different national frameworks.

Reducing gender-based violence is a catalytic driver to achieve the SDGs and is fundamental for the achievement of peace, economic productivity, rights and justice and social cohesion. Less gender-based violence means reduced risks of HIV, mental illness, substance abuse and crime, among a host of other benefits. Getting to zero on gender-based violence by 2030 and achieving SDG 5, 16 and other violence related targets requires new forms of collaboration and increased human and financial resources dedicated to ending gender-based violence is also recognized in the PNG National Strategy.

The linkages between each Spotlight and SDG 5 are apparent, the linkages between the Spotlight Pillar and other SDGs are summarized below:

- **Pillar 1 – Legislative and Policy Frameworks** (SDG 10 & 16): Aligning legislative and policy frameworks with international human rights standards and translating them into action will reduce inequality by eliminating discriminatory laws/policies and achieve greater equality (SDG 10/16) ensuring policy coherence for sustainable development (SDG 17) and will promote inclusive institutions through stronger evidence-based knowledge and capacities, as well as reiterate access to justice for all (SDG 16).
- **Pillar 2 – Strengthening Institutions** (SDG 10, 16 & 17): With the strong focus on inter- and intra-sectoral partnerships and strengthening governance mechanisms, Pillar 2 will increase social and political inclusion (SDG 10/16), support effective, accountable and transparent institutions (SDG 16) and promote effective public, public-private and civil society partnerships (SDG 17).
- **Pillar 3 – Prevention and Social Norms** (SDG 3, 4, 10, 16, 17): Targeting changes in social norms, attitudes and behaviours and the community and individual level to prevent VAWG will contribute to ensuring that all people have public access to information (SDG 3/16) as well as the knowledge and skills to promote sustainable, peaceful lifestyles (SDG 4) to participate in decision-making (SDG 16/17).
- **Pillar 4 – Delivery of Quality Essential Services** (SDG 1, 3, 4, 6, 8, 11, 16 & 17): This pillar contributes to the achievement of numerous SDGs by increasing access to quality services, reiterating equality rights to basic services (SDG 1), including access to sexual and reproductive health care services (SDG 3), education (SDG 4), water and sanitation (SDG 6), financial services (SDG 8), safe and inclusive public spaces (SDG 11) and justice services (SDG 16), while respecting the country's leadership and policy space (SDG 17).
- **Pillar 5 - Data Availability and Capacities** (SDG 9, 16 & 17): Improving the quality, accessibility and availability of data to inform laws, policies and programmes contributes to the achievement of most of the SDGs; however, particularly the work of the Spotlight Programme will contribute to fostering research (SDG 9), ensuring public access to information (SDG 16) and strengthen statistical capacity building to increase availability of high-quality, timely and reliable disaggregated data (SDG 17)
- **Pillar 6 – Supporting the Women's Movement** (SDG 10, 11, 16 & 17): By ensuring that women's rights groups and civil society organizations are able to more effectively advance progress on GEWE and EAWG will contribute to enhancing representation and voice to more effective, credible, accountable and transparent institutions (SDG 10/16), and lead to increased access to safe, inclusive and accessible public spaces (SDG 11) and contributing to broadening PNG's policy space and leadership towards sustainable development (SDG 17).

V. Governance Arrangements

During the design phase, an interim Country Steering Committee was formed and is chaired by the Deputy Prime Minister and is co-chaired by the UN Resident Coordinator. The Secretariat of the interim Steering Committee is comprised of the Resident Coordinator's Office and the Department of National Planning and Monitoring. Members of the Committee include the European Union, relevant Government



Departments that are crosscutting⁷, Civil Society⁸ with a strong track record of working on gender-based violence (**37 per cent membership**), academia and research institutions⁹ with strong gender research background, and the Private Sector¹⁰ and the Recipient UN Organizations¹¹. To ensure the external interface, a whole-of-government engagement and sustainability of the Spotlight Initiative, the Chair is at the level of Deputy Prime Minister, with participation across Government, and with the discussion embedded in Parliament during the design phase. A submission about the Initiative has been made to the National Executive Council which is yet to be tabled before the Cabinet. Internally within the UN, the Spotlight Initiative is embedded under the People Pillar of the UN Development Assistance Framework (*please see Accountability for further details on these internal management arrangements*).

The interim Country Steering Committee has been meeting since June and until the launch of the Programme, on a needs basis and to coincide with revisions of the design document. During the implementation phase, the interim Country Steering Committee will meet quarterly. The Schedule of the meetings will be set out at the beginning of the Project during the Inception Workshop so that members can plan ahead and arrange their attendance. A minimum number of seven out of a twelve Steering Committee members are required for decision-making purposes. A minimum quorum of seven members is required. The interim Country Steering Committee will seek consensus of the quorum for decisions. If consensus is not possible, it will be the responsibility of the Chair and Co-Chair to take the decision.

The main purpose of the interim Country Steering Committee is to oversee the design of the country programme by ensuing proper communication, coordination and inclusive participation, in alignment with national priorities.

Once the Programme Document is approved, the interim Country Steering Committee will no longer be interim and will:

- i. Approve overall programme document and Annual Work Plans, review output level results, adjust implementation set-up.
- ii. Review and approve mid-year and annual joint programme narrative reports submitted by recipient implementing partners.
- iii. Provide feedback and advise on any programmatic or programme revisions of the approved programme document.
- iv. Review risk management strategies and ensure the programme is proactively managing and mitigating risks.
- v. Manage stakeholder relationships at the country level.

The Resident Coordinator is also the co-Chair of the Joint Programme Steering Committee, the highest level of oversight of the UN Development Assistance Framework as well as the same body that governs the PNG UN Country Fund. As co-Chair of both the Country Steering Committee and the Joint Programme Steering Committee, the Resident Coordinator is the conduit of coherence between these mechanisms. The Resident Coordinator ensures alignment with national priorities, the Spotlight Initiative rules and regulations, overall delivery against the six pillars as well as coherence with the UN Development Assistance Framework. The Resident Coordinator's Office is both Secretariat for the Country Steering Committee and coordinator over the UN Development Assistance Framework. The Office facilitates the relationship between the donors, the UNCT and the Multi-Partner Trust Fund Office, the Administrative Agent of both the PNG UN Country Fund and the Spotlight Initiative.

⁷ The composition of the interim Country Steering Committee from Government: Departments of Planning and Monitoring; Health; Education; Development, Youth & Religion; Justice and Attorney General; Royal PNG Constabulary; National Statistics Office

⁸ The composition of the interim Country Steering Committee by Civil Society: Femili PNG, Save and Children, Family Sexual Violence Action Committee, PNG Council of Churches, Church Partnership Programme,

⁹ The composition of the interim Country Steering Committee the Academia and Research Institutions: National Research Institute.

¹⁰ The composition of the interim Country Steering Committee the Private Sector: PNG Business Council for Women.

¹¹ The composition of the interim Country Steering Committee from the UN: UN Women, UNDP, UNFPA and UNICEF



Therefore, the Resident Coordinator's Office facilitates the work of the Resident Coordinator and the actioning of decisions on the Spotlight Initiative, the UN Development Assistance Framework and the PNG UN Country Fund.

The Framework is also aligned to the Medium-Term Development Plan 3, which localizes the SDGs and follows its 2018-2022 cycle. This alignment reflects the Spotlight Initiative's principles of inclusiveness, transparency, accountability, consensus-based decision-making, country participation and ownership.

An **interim Civil Society Reference Group** has been set up to facilitate the design process. All Civil Society representatives who serve on the Country Steering Committee will be nominated by the Civil Society Reference Group. This group will play an important role in the design and implementation, of the Country Programme design. Members of the Interim Group do not represent individual organizations but are a group of experienced individuals composed of eminent grassroots women's rights activists who have good personal standing on the issues, as per the Spotlight guidelines. The Interim group will finish once the design phase is completed in November 2019. At this stage, an accountable and inclusive mechanism for civil society representation in the ongoing Civil Society Reference Group will be established, following the leaving no one behind principle, and will provide advisory support over the duration of the Spotlight Initiative.

The main purpose of the Interim Civil Society National Reference Group is to act as an institutional mechanism to promote civil society participation and expertise during the design phase; act as advocate and partners for the realization of the Initiative's objectives as outlined in the design; hold the Spotlight Initiative accountable for commitments made under the programme and articulated in the design. To manage any conflict of interest from Civil Society Reference Group representatives, a process will be embedded into the Terms of Reference for the appropriate disclosure of any potential conflicts or recusal from the subject at hand.

The group consists minimum of 15 individuals, drawn from women's rights groups; feminist activist groups; and CSOs with a strong track record of working on EVAWG. The group represents young women as well as those women and girls facing multiple and intersecting forms of discrimination. A minimum number of ten members are required to establish quorum. The group meets to coincide with key stages of the design of the County Programme. The schedule of the meetings has been set out in advance so that members can plan ahead and arrange their attendance.

VI. Accountability

In line with UNDS Reform, the PNG Spotlight accountability framework is detailed below. Following the Parliamentary discussion on Spotlight held on 4 July 2019, the **Country Steering Committee** will be chaired by the Deputy Prime Minister and co-chaired by the Resident Coordinator. This Committee guides and oversees the design of the implementation of the programme, as well as approves work plans and reviews results and risk management. Meetings will be held quarterly.

The Resident Coordinator has the overall accountability and leadership of the programme with Government and the European Union. The Resident Coordinator has the final decision-making authority within the UN and is responsible for the overall strategic direction and oversight of the programme, including planning, implementation, communications, monitoring and review. The Resident Coordinator's role includes ensuring national ownership at the highest level, sustainability of results, complementing resource mobilization and stakeholder engagement.

The **EU/UNCT Spotlight Coherence Mechanism** provides coordination, technical leadership and guidance to ensure the programme is high quality and aligned with the theory of change, regional results framework. The RC entrusts UN Women as the **technical coherence agency** responsible for day to day coherence of the technical aspects of the programme and coordination across the programme.

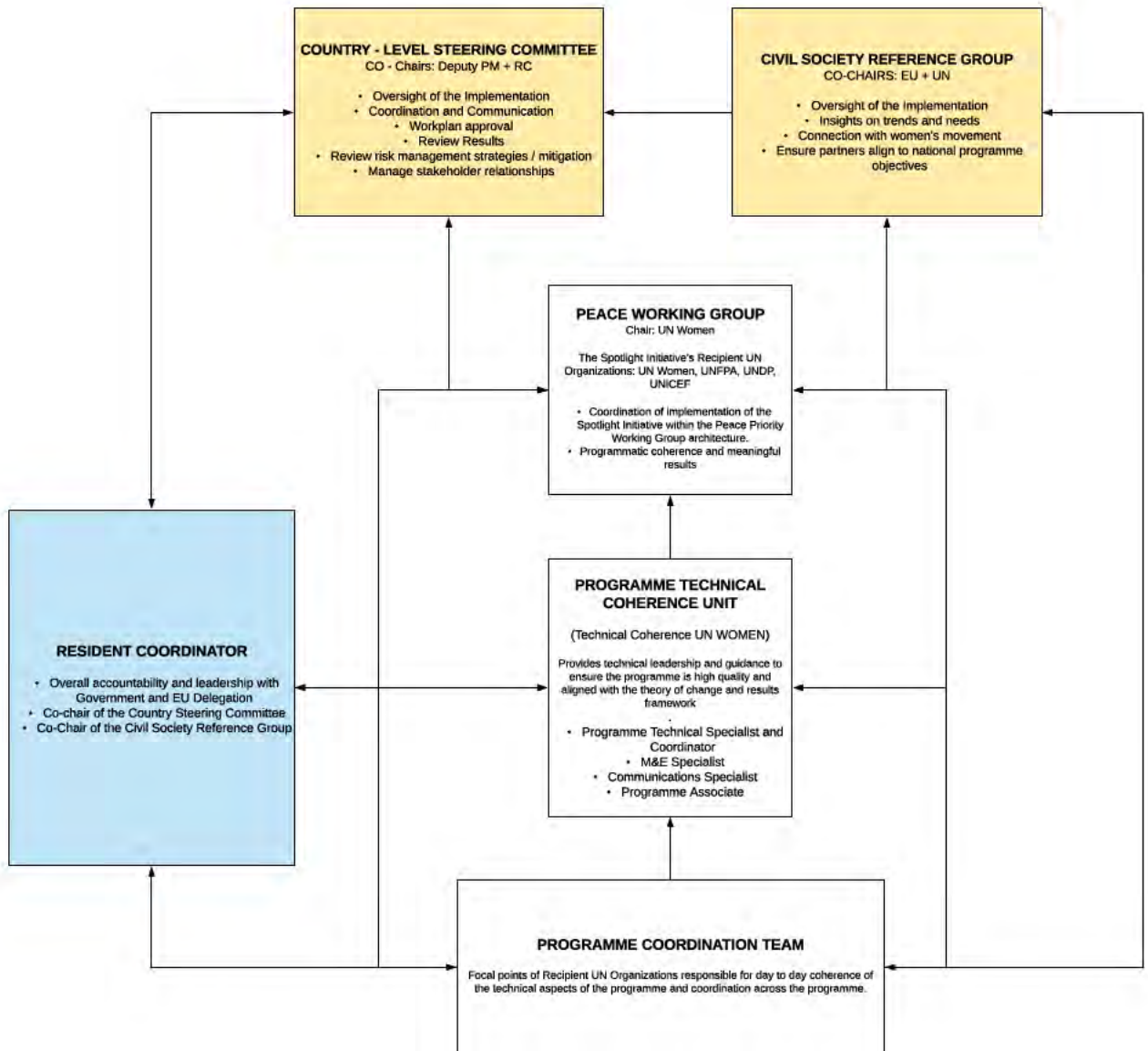
To ensure alignment with the UNDAF and Delivering as One, the **Recipient UN Organizations** are a **sub-working group under the Peace Results Area**. The technical coherence agency, UN Women, chairs the sub-working group and provides day-to-day oversight to the **Spotlight Coordination Team**, which is accountable to the Resident Coordinator and the Heads of Recipient UN Organizations. The technical



coherence agency will coordinate with the Recipient UN Organizations, which will deploy Agency rules and regulations for monitoring and evaluation, finance and operations. Recipient UN Organisations have been chosen to work within the Spotlight Initiative according to comparative advantage.

An interim Country Steering Committee and interim Civil Society Reference Group have been set up to facilitate the design process.

The Spotlight Initiative Coordination Architecture
PAPUA NEW GUINEA





VII. Recipient UN Organizations and Implementing Partners

The UN in Papua New Guinea has been coherently delivering as one as a self-starter over the last ten years. This has proven to be a keen enabler for the UN System to deliver effective and results-driven joint programmes. This is enabled by the joint management structures such as the UN Communications Group, the Operations Management Team and the Priority Working Groups which are all membered by relevant Agency specialists in those areas, and which streamline joint communications, operations and programming. These systems lend themselves well to the delivery on the Spotlight Initiative. Table 27 presents the overall annual programme delivery of Recipient UN Organizations (2018). The following four Recipient UN Organizations comprise the UN team on the Spotlight Initiative:

UN Women delivered on a budget in 2018 of US\$ 8.6 million, with a delivery rate of 94 per cent. There are 27 staff in the country office, with the staffing portfolio projected to grow to 35 staff this year (not including any Spotlight staffing). The Resident Coordinator appointed UN Women to provide the technical coherence for the Spotlight initiative due to its credibility in coordinating Gender across the UN System. UN Women's largest portfolio of more than US\$15 million over the last six years is on reducing gender-based violence and providing increased services for survivors of violence. UN Women partners with the Department of National Planning and monitoring, Department for Community Development, the lead government agency on Gender equality, and the Family and Sexual Violence Action Committee on implementing the national gender-based violence strategy. Under the Spotlight Initiative, UN Women will coordinate the technical coherence of the overall programme, as well as contribute substantially to implementing programmes. It will focus on strengthening CSOs to provide quality services to survivors of intimate partner and domestic violence as well as preventing violence and building the women's movement to demand change. UN Women's work has an existing focus on preventing violence through young people's advocacy as well as building Human Rights Defenders' ability to advocate against violence. UN Women also focuses on improving the referral pathways for survivors of violence through, for example, working with the Government of the National Capital District to establish the local family and sexual violence action committee. UN Women has experience working in the Highlands on increasing support to survivors of violence at community level through strengthening grassroots organizations to provide support to women survivors. Nationally, UN women's role is to work with government to ensure international commitments on gender equality are localized, including through UN Women's support to the rolling out the Gender-Based Violence Strategy.

The United Nations Development Programme (UNDP) delivered on an annual budget of US\$17,100,00 in 2018 with a delivery of 99 per cent. The country office has 70 staff in-country. To mainstream key normative principles in its organizational culture, staff receive ongoing training in gender, human rights, prevention of sexual harassment and bullying and abuse of authority, and prevention of sexual exploitation and fraud and corruption awareness and prevention. UNDP has a long history of working on prevention and response to gender-based violence, including in addressing the link to HIV&AIDS. In the context of the Spotlight Initiative, UNDP will act as a conduit, enabling linkages and South-South knowledge-exchanges by leveraging its global knowledge and expertise. UNDP will foster innovation and knowledge-generation, including integrated, issue-based approaches to complex development challenges. The 1 is aligned to the Government's Vision 2050, the Medium Term Development Plan (2018-2022), and the National Strategy for Responsible Sustainable Development. The Programme contributes to the PNG 1) and promotes a whole-of-society approach, which requires innovation and business models from the private sector, mobilization of civil society, and best practices and funding from public and private sectors.

The United Nations Children's Fund (UNICEF) delivered on an annual budget of US\$ 21.5 million in 2018 with a delivery rate of 100 per cent. In 2019, the budget is US\$ 25.1 million. The country office has 51 staff in country. UNICEF works effectively 'upstream' with governments and 'downstream' at the grassroots level to deliver results. Through its cooperation with the Government, UNICEF influences major policy and programme decisions, and the allocation of budget priorities, for the benefit of children. In addition, UNICEF works closely with CSOs, the media, and academia to act as 'pressure points' to trigger public debates on child rights and development issues. At the grassroots level UNICEF is turning the most innovative ideas into reality. Working with local non-governmental organizations, UNICEF has strengthened the capacity of the often-remote districts and communities, including in child protection, health and education, as well as addressing violence against children and adolescents. This is achieved using a holistic approach, which aims at empowering adolescents, especially girls, to protect themselves from violence, harmful practices and reach their full potential. For the implementation of the



Spotlight Initiative, UNICEF can count on a sold child protection team comprising of two child protection officers overseeing the implementation of activities under pillar 3, 2 and 4. The chief of child protection will provide technical oversight to the implementation, monitoring and reporting of the initiative, and the child protection specialist will support the coordination function. In addition, a Communicating for Development specialist will coordinate the prevention pillar and ensure coordination with all the UN agencies. Administrative and finance staff will support the implementation of the initiative.

United Nations Population Fund (UNFPA) delivered on an annual budget of US\$ 5.5 million in 2018 with a delivery rate of 83 per cent. The country office has 23 staff. UNFPA's country programme 2018-2022, in the amount of US\$16.1 million, is based on a robust theory of change and focuses on three key programmatic areas, i.e. sexual and reproductive health and rights, gender equality and women's empowerment, and population dynamics. Under the programme, UNFPA has set clear programmatic accountability in relation to VAWG to:

- (1) Ensure the implementation plan of the health sector response to gender-based violence;
- (2) Strengthen institutional capacity and support legal and policy frameworks to prevent and effectively respond to gender-based violence and harmful practices;
- (3) Enhanced capacity of national institutions for high quality data collection and analysis;
- (4) Increased access of young people to sexual and reproductive health information and services including comprehensive sexuality education and life skills education and Y-PEER;
- (5) Conduct demographic health survey with the domestic violence module for the first time in PNG; and
- (6) Make technical analysis and policy briefs available based on census and DHS.

Table 27. Overall annual programme delivery of Recipient UN Organizations (2018)

Agency	2018 Expenditure (US\$ million)	Number of Staff as of 30 June 2019
UNICEF	\$21.5	51
UNDP	\$17.1	70
UN Women	\$8.6	27
UNFPA	\$5.5	23

Other UN Agencies

UNAIDS

The mission of UNAIDS is to lead, strengthen and support an expanded response to HIV and AIDS that includes preventing transmission of HIV, providing care and support to those already living with the virus, reducing the vulnerability of individuals and communities to HIV and alleviating the impact of the epidemic.

Government Implementing Agencies

Department for Community Development and Religion

The Department for Community Development and Religion develops policies and legislation that are translated into programmes to promote and protect the rights of marginalized and vulnerable groups such as women, children, persons living with disability and elderly through partnership and collaboration with Provincial, District and Local Level Government Administrations, development partners, non-governmental organizations, CSOs and community-based organizations targeting specific social issues of concern.

The National Gender-Based Violence Secretariat

The National Gender-Based Violence Secretariat will be the administrative entity supporting the ODW within the DfCDR for preventing and responding to gender-based violence. Output 1.2 of the National Strategy states that the DfCDR as the lead government agency will ensure the setup of the National Gender-Based Violence Secretariat under the ODW. Its work will be guided by the National Gender-Based Violence Advisory Committee consisting of gender-based violence technical experts from other relevant government entities, CSOs, FBOs, private sector, and development partners. The key roles and responsibility of the Gender-Based Violence Secretariat are: Mainstreaming and Co-ordination; Capacity Building and Training; Research, Planning, Monitoring and Evaluation; Communication and



Outreach.

The National Office of Child and Family Services

The Office implements the Lukautim Pikinini Act (2015), the Child Protection Policy and the articles of Convention for the Rights of Children which provides protection for the mothers and their children from all forms of violence, abuse and neglect in PNG.

Department of National Planning & Monitoring

The Papua New Guinea Department of National Planning & Monitoring is a central agency within the Executive Arm of the PNG Government. The Department acts as the key central agency advising Government on matters relating to strategic development, development policy, development planning and programming, foreign aid coordination and management, and, monitoring and evaluation of national development projects and programmes.

Department of Justice and Attorney General

The Department of Justice and Attorney General is the central agency responsible for the administration of legal services to the State and its instrumentalities, and the provision of law and justice services to the people. Our vision statement of 'A Just, Safe and Secure Society' embraces all law and justice sector functions such as policing, corrections, the judiciary and the courts, prosecutions, defending those accused of crime, land dispute resolution, the management of estates and insolvency, the training of lawyers, investigation of corruption and leadership abuses and legal advice to Government. The department is also the central coordination authority for restorative justice services.

National Department of Education

The Department of Education is the Government's lead advisor on the education system, shaping direction for education agencies and providers and contributing to the Government's goals for education. The Department delivers policies, programmes and services focused on improving the community's knowledge of and participation in the education system. This involves working with parents, and community groups to get greater participation in education, providing information to enable decision to be made about education options and providing education programmes for stakeholders to support the education system.

National Department of Health

The National Department of Health is a statutory organization focused on delivering better health services to the people of Papua New Guinea. Some of the significant work that National Department of Health has done in the last few years has been the establishment of the Family Support Centres, the male health desk and a dedicated gender programme that implements the National Department of Health Gender Policy.

National Department of Higher Education (DHERST)

The National Department of Higher Education is responsible for services to post-secondary students, from tertiary level to university level, and the facilitation of all post-secondary higher education institutions as defined in the NEC decision: NG25 2017. The National Department of Higher Education is a ministerial department whose principal objectives are to assist all HEIs in the enhancement of quality learning and teaching and to develop mechanisms that will support, develop and improve the overall quality of education.

Department of Personnel Management

The Department of Personnel Management has been established as a central government agency under an act of parliament called the "Public Service Management Act 1986", and its subsequent amendments of 1995. The department administers the Act and promulgate regulations, general orders and instructions to facilitate organization, manpower, terms & conditions, employment, training & industrial relations and payment of public employees. Recently through Australian Department of Foreign Affairs and Trade funding, The Department of Personnel Management has taken the lead on the Gender Equity & Social Inclusion Policy and its rollout throughout the public service.

National Statistics Office

The National Statistical Office is the state statistical agency set up by an Act of the Parliament, Statistical Services Act (Chapter 386) 1980, responsible for collecting, compiling and disseminating official



statistical information on a regular and timely basis. They ensure business operations are done in compliance to the international standards, procedures and practices. Their commitment to the Government includes collaboration with other state agencies to improve and enhance capacities for delivering the required information for planning and monitoring purposes.

Provincial and Local Governments

In PNG, there are 22 provinces within 4 regions that include the Autonomous Region of Bougainville and the National Capital District. Provincial governments can levy taxes and are responsible for local education, industry and business development. The local-level governments also have revenue-raising powers, and collect local taxes and fees, receiving transfers from the national government to cover salaries and development projects. They are responsible for water supply and, jointly with provincial governments, for health and environmental protection, waste disposal, roads and economic promotion.

Civil Society Organizations

Family and Sexual Violence Action Committee (FSVAC)

The FSVAC is a sectoral committee of the Consultative Implementation and Monitoring Council. It is a semi-government organization established by National Executive Council Decision in 1998. Administered by the Institute of National Affairs, the Council brings together over 200 civil society, private sector and government partners to develop policy, and influence and monitor government decision making for the long-term development of Papua New Guinea.

The FSVAC's mandate is to reduce the occurrence of and suffering caused by physical, sexual and psychological violence especially between extended family members or in the home environment and increase access to support services and justice for survivors. The FSVAC provides coordination, networking, advocacy and capacity building services to over 80 network partners. Network partners include representatives from the government, public and private sector service providers, non-government organizations, community advocates, churches and donors.

The National Capital District FSVAC aims to coordinate and strengthen the national and provincial relationship with partners to fight the issue of gender-based violence.

FHI 360

FHI 360 has worked in Papua New Guinea since 2004. Their programmes address HIV and AIDS, gender-based violence and tuberculosis. FHI 360 has built strong long-term relationships with important individuals, groups and communities through their two gender-based violence focused projects: *Kommuniti Lukatim Oi Meri* and *Kisim Femili Strongim Kommuniti*, particularly health and education partners. Furthermore, they are one of the few organizations working on addressing both STIs and HIV/AIDS alongside gender-based violence. They work with key government partners as well as provincial governments to build capacity and ensure the long-term sustainability of local partners.

Human Rights Defenders Network

The women human rights defenders' model has proven to be particularly effective for community outreach in remote and rural contexts. Women human rights defenders come from local communities and utilise existing relationships and local knowledge to engage with members of their communities on issues related to gender equality and gender-based violence. This creates community ownership of initiatives. Women human rights defenders can engage in ways that work in their particular community and which consider local power dynamics and community needs. For example, women human rights defenders have started community projects on youth employment, building a resource centre and developing services for people with disability.

OXFAM

Oxfam's Gender Justice programme seeks to ensure that women, men and children live free from violence in a society where everybody is considered equal and their rights are respected. It is structured around three interlinked and interdependent pillars of work: primary prevention; crisis support services; and advocacy and awareness. The Gender Justice programme works with seven local partners. Pacific Women currently support four of these local partners: Kafe Urban Settlers Women's Association (Eastern Highlands Province), Kup Women for Peace (Chimbu Province), Highlands Women Human Rights Defenders Movement (Highlands Provinces) and Family for Change (East Sepik Province). The project seeks to enable positive changes in attitudes, behaviours and norms associated with gender-



based violence and sorcery accusation-related violence. They use a whole-of-system approach that coordinates quality crisis support services that are adaptive to the needs of survivors. Oxfam helps partners to better access and mobilise government funds for their programmes and services. They also train and support duty bearers to have better policy and practice to address and prevent gender-based and sorcery accusation-related violence. Oxfam's work is very closely linked to the Human Rights Defenders Network.

PSI

PSI established a PNG office in 2007. PSI works in the areas of malaria, tuberculosis, gender-based violence, women's economic empowerment, and water, sanitation and hygiene. From 2007 to 2015, PSI implemented HIV prevention and condom social marketing programmes. In 2016, PSI/PNG was invited to participate in the South Pacific region's first ever SASA! training conducted by Raising Voices, Uganda and UN Women. As a result, PSI has been adapting and piloting SASA! for the PNG context.

Equal Playing Field

Equal Playing Field is a local NGO that was started in 2012 and seeks to prevent VAWG through promoting gender equality. Equal Playing Field uses all kinds of sport to engage young people in their programme. They also use sporting concepts and terminology to help explain the importance of respectful relationships to young people. They believe that education is more effective when you speak to young people in a language they understand.

Femili PNG

Femili PNG is a local non-government organization that was established in July 2014 to operate the Family and Sexual Violence Case Management Centre in Lae. Femili PNG's vision is to provide effective client services and foster stronger partnerships to address family and sexual violence. Femili PNG works with clients, partners and communities to improve response to family and sexual violence through case management, partner support, training, monitoring, research and advocacy.

Femili PNG case management involves working with survivors of family and sexual violence to assist them find solutions and access services according to their own identified needs. It is long-term, intensive work that requires the proactive follow-up of cases until clients are satisfied they have achieved their desired outcome. Femili PNG's case management is considered a best practice approach in Papua New Guinea for survivors of violence. In 2018, Femili PNG, expanded to Port Moresby in partnership with Oil Search Foundation. Femili PNG manages the new case management centre and safe house opened through the Bel Isi PNG project.

The Business Coalition for Women is a group of companies who are working together to drive positive change for women and businesses in Papua New Guinea. The Business Coalition for Women helps PNG's private sector to recruit, retain, develop, and promote women – as employees, leaders, customers and business partners. Member organizations have exclusive access to relevant and practical tools, model policies, good practices, case studies and other resources to help them make the most of their female talent, while promoting more opportunities for women's economic empowerment and career development. The Coalition works with private sector companies to introduce and strengthen workplace policies and practices that increase women's safety from violence. Businesses are supported to address issues of family and sexual violence in the workplace and to reduce sexual harassment in the workplace.

Papua New Guinea Assembly of Disabled Persons

The PNG Assembly of Disabled Persons initiated in 2002 during an empowerment and training of disabled persons in leadership roles held in Lae, Morobe Province. It was attended by disabled leaders and service agencies. It is a representative agency with a broad reach across the country. It operates under the philosophy "nothing about us without us", meaning people living with disabilities must be involved in included in all aspects of decision-making that relates to their lives. This is directly in line with the partnership to be developed under the Spotlight Initiative.

ChildFund is a member of the ChildFund Alliance, a global network of 11 child rights and development organizations working in more than 60 countries. ChildFund is a global voice with and for children, to highlight the issues children care about, and to mobilize effectively to address threats to their lives, safety and well-being. They advocate to prevent violence against children; ease the harmful impact of



disasters; and expand expertise in emergency response, with a focus on child protection. ChildFund in PNG manages the national phone counselling service.

Faith Based Organizations

Catholic Church in PNG, Archdioceses of Madang and Mt Hagen

The Archdioceses of Mt Hagen and Madang have been implementing the Church Child Protection Policy (2014), and Family Life programme. The Policy was developed with the church and delivered through the Family Life programme within the diocese to improve parent to child relationship and improve family wellbeing. The Catholic Church is the largest provider of social services throughout the country. They have well established social or para social workforce that reaches the community level.

Evangelical Lutheran Church

The Evangelical Lutheran Church in PNG has well established social services in Morobe province. It has a Child Protection Policy and implements that through its programme which are family focused. They partner with provincial government to deliver most of their services in education, health and community services. The Church is usually the first contact for child abuse cases, and they provide social or para social services to those who seek support at community level.

United Church in PNG

The United Church in PNG has the biggest congregation in the national capital district and Central provinces and have well-structured social services reaching families. They have a Child Protection Policy and implement within their organization and advocate to end violence against children. They are mostly the first contact for referral and have social and para social services at community level.

Other Implementing Partners

National Broadcasting Company:

Reflects the drive for national unity and expresses the culture, characteristics, affairs, opinions and needs of the people in various parts of the country and in particular rural areas. It cooperates with the Government in broadcasting social, political and economic extension programmes, and educational content. It also preserves and stimulates pride in PNG's indigenous and traditional cultural heritage. It has a duty to provide balanced, objective and impartial services, taking extreme care in not broadcasting material that could inflame racial and sectional feelings. UNICEF partners with the broadcaster in its main communication and awareness raising interventions. Through its network of radio and tv stations, the National Broadcasting Company ensures that the mandate of UNICEF to reach every child, including the most marginalized ones, is reached.

VIII. Partnerships

The Design Team, comprised of the UN, the European Union, Department of National Planning and Monitoring, the Department for Community Development and Religion and the design consultants, carried out consultations with key stakeholders in four regions of the country (See **Annex 1** for a list of participants and key recommendations). Each consultation lasted a full day, and was attended by 30-50 participants (over 350 in total) representing government from key sectors such as planning, community development, health, Royal PNG Constabulary, as well as national and international CSOs, local women's groups and Human Rights Defenders, universities, media organizations, faith-based organizations, disability and LGBTQI+ organizations, professional organizations, private sector representatives, the Family and Sexual Violence Action Committee, and key donor programmes (Justice and Stability Services for Development Programme and Pacific Women.) Additional consultations were carried out with development partners (Australian Department of Foreign Affairs and Trade, the World Bank, and the Asian Development Bank.) Participatory methods were used to gather participants' views on the root causes of VAWG in PNG, formal and informal sources of support for women and girls experiencing violence, current and potential stakeholders in preventing and responding to gender-based violence, and current strengths and challenges at both national, provincial and district levels according to each pillar of the Spotlight Initiative. Key recommendations were developed for relevant Spotlight contributions and these were incorporated into the strategy and activities.



The activities have been planned to involve the broadest possible range of partners at both the national and provincial levels. The Departments of Health, Education, Justice and the Attorney General, Community Development and Religion, and Planning and Monitoring will participate both as members of the Steering Committee, as well as partners in the implementation of activities. In accordance with the Spotlight Strategy, CSOs, particularly national and grass roots women’s groups, and faith-based organizations will be actively involved, both as implementing partners and as beneficiaries. A small number of international NGOs will be engaged as implementing partners, based on needs and the International NGOs comparative advantages particularly in the areas of capacity building and technical assistance to local groups.

IX. Programme’s Results Matrix

Outcome	Output	IMPACT/Outcome/Output Description	Responsible organization UN	Reference #	INDICATORS
1		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	UNDP	1.1	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, are evidence-based and in line with international HR standards and treaty bodies’ recommendations
			UN Women	1.3	1.3 Proportion of target countries that have laws and policies that guarantee the ability of women’s rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda
1	1.1	Output 1.1 National and regional partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG, including DV/IPV, and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international HR standards and treaty bodies’ recommendations	UNDP	1.11	1.1.1 Number of draft 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
1	1.3	Output 1.3: National, sub-national and/or regional partners have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women’s rights groups, CSOs and women human rights defenders to advance	UN Women	1.31	1.3.1 Number of draft laws and/or policies developed that guarantee the ability of women’s rights groups, CSOs and women human rights defenders to advance the human rights agenda



		the human rights agenda			
2	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		UN Women	2.1	2.1 Proportion of countries that have functioning national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups
			UNDP	2.2	2.2 Proportion of countries that allocate x% or more of national budgets to the prevention and elimination of all forms of VAWG/HP
			UNDP	2.3	2.3 Proportion of countries where VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards
2	2.1	Output 2.1: Key officials at national and/or sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including DV/IPV, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors	UN Women	2.11	2.1.1 Number of institutions 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
			UN Women	2.13	2.1.3 Number of strategies, plans and programmes of other relevant sectors that integrate efforts to combat VAWG developed in line with international HR standards
	2.2	Output 2.2: Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups	UNDP	2.21	2.2.1 Proportion of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans
2	2.3	Output 2.3: Partners (Parliamentarians, key government officials and women's rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including DV/IPV	UNDP	2.31	2.3.1 Proportion of dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG
3	OUTCOME 3: Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices		UNFPA	3.1	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
			UNFPA	3.2	3.2 Percentage of people who think it is justifiable to subject a woman or girl to FGM, b. Percentage of people who think it is justifiable to



					subject a woman or girl child marriage
3	3.1	Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards, for in and out of school settings	UNFPA	3.11	3.1.1 Proportion of countries with draft new and/or strengthened Comprehensive Sexuality Education Programmes in line with international standards
			UNFPA	3.12	3.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights
3	3.2	Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities	UN Women	3.21	3.2.4 Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction
			UNICEF	3.22	3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping
3	3.3	Output 3.3: Decision makers in relevant non-state institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG, including DV/IPV, and for gender-equitable norms, attitudes and behaviours and women and girls' rights		3.35	3.3.5 Number of key informal decision makers and decision makers in relevant non-state institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights
4	OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery from violence		UNFPA	4.1	4.1 Proportion of women, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector
			UNDP	4.2	4.2 Number of cases of VAWG reported to the police, b. proportions of cases reported to the police that are brought to court, c. proportions of cases reported to the police that resulted in convictions of perpetrators, all during a specific time period (e.g. past 12 months)
4	4.1	Output 4.1: Relevant government authorities and women's rights organisations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls'	UNFPA	4.12	4.1.2 Number of women and girls with access to programmes developed to integrate VAWG response into SRH, education and migration services



		survivors of VAWG, including DV/IPV, especially those facing multiple and intersecting forms of discrimination			
4	4.2	Output 4.2: Women and girls' survivors of VAWG, including DV/IPV, and their families are informed of and can access quality essential services, including longer term recovery services and opportunities	UNFPA	4.21	4.2.1 Number of women and girls' survivors of violence that have increased knowledge of and access to quality essential services
			UNDP	4.22	4.2.2 Number of women and girls' survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased knowledge of and access to accompaniment/support initiatives, including longer-term recovery services
5	OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes		UNFPA	5.1	5.1 Proportion of countries that have globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time
			UNFPA	5.2	5.2 Proportion of countries with 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 country level
			UNFPA	5.3	5.3 Proportion of countries where 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
5	5.1	Output 5.1: Key partners, including relevant statistical officers, service providers in the different branches of government and women's rights advocates have strengthened capacities to regularly collect data related to VAWG, including DV/IPV, in line with international and regional standards to inform laws, policies and programmes	UNFPA	5.11	5.1.1 Number of National Statistical Offices that have developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG
5	5.2	Output 5.2: Quality prevalence and/or incidence data on VAWG, including DV/IPV, is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making	UNFPA	5.21	5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making
6	OUTCOME 6: Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of		UN Women	6.1	6.1 Proportion of countries where women's rights organisations, autonomous social movements and relevant CSOs, increase their coordinated efforts to jointly



	discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG				advocate on ending VAWG
			UN Women	6.2	6.2 Proportion of countries where there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG
			UN Women	6.3	6.3 Proportion of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG
6	6.1	Output 6.1: Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including DV/IPV, with relevant stakeholders at sub-national, national, regional and global levels	UN Women	6.11	6.1.1 Number of jointly agreed recommendations produced as a result of multi-stakeholder dialogues that include including representatives of groups facing multiple and intersecting forms of discrimination
				6.12	6.1.2 Number of official dialogues with relevant government authorities with the meaningful participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination
6	6.2	Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including DV/IPV, and GEWE more broadly	UN Women	6.21	6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy
6	6.3	Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG, including DV/IPV	UN Women	6.31	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
			UN Women	6.32	6.3.2 Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on ending VAWG



X. Intersectional Approach

The overall approach to be used by the Spotlight Initiative in described above.

Table 29. At-Risk groups to be addressed by Spotlight

Relevant “at risk” groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion	Total numbers disaggregated by women, girls, men and boys when possible
Older women (particularly widows) are at risk for Domestic, Economic, and Sorcery accusation related violence	Prevention and services	Isolation, lack of social and economic participation	Work with Human Rights Defenders and police Rapid Response Teams to identify and intervene with survivors, support for repatriation, community-based prevention and services	25 per cent of female population
Disabled women are at high risk of IPV/DV	Prevention, services and policy	Disabled women and girls are invisible in PNG society, having little access to schools, livelihoods, or social participation	Work with disabled persons organizations such as Callan, to identify needs and solutions. Train service providers to address the specific needs of PWD (Femili PNG in Lae has developed protocols for working with PWD that could be transferred to other regions.)	Study in Sepik found 30 per cent of female population with some type of disability
Female/and trans sex workers are at risk of intimate partner or domestic violence from clients	Prevention, services and Policy	Extreme social and legal stigma and discrimination; Weak advocacy organizations	Work with UNAIDS and CSOs working with key populations to identify needs and possible solutions. Provide HIV testing and counselling in FSCs	Unknown
Women living with HIV are at high risk for intimate partner or domestic violence and Sorcery accusation related violence	Prevention, services and Policy	Extreme stigma and discrimination; Weak advocacy organizations	Work with UNAIDS and CSOs working with key populations to identify needs and possible solutions. Provide HIV testing and counselling in FSCs. Partner with PNG Institute for Medical Research to develop more knowledge regarding this key population	Unknown
LGBTQI+ - in particular, lesbian and trans women	Prevention, services and Policy	Extreme social and legal stigma and discrimination	Work with UNAIDS and CSOs working with LGBTQI+ communities and other key populations to identify needs and possible solutions	Unknown
Women and	Prevention	Inaccessibility,	Support community, faith-	85 per cent of



Relevant “at risk” groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion	Total numbers disaggregated by women, girls, men and boys when possible
girls living in remote rural areas, particularly in Highlands Region, are at high risk of all forms of violence and have virtually no access to formal services	and services	isolation	based, and virtual platforms to increase awareness of rights and access to community based solutions	female population
Adolescent girls are at risk for both IPV and DV, as well as child marriage	Prevention and services		In an out-of-school youth led prevention programmes, including Girls Clubs, young women’s leadership programming, strengthening services for children and adolescents, including SRHR	25 per cent percent of female population



XI. Risk Management

Table 30. Risk Management Matrix

Risks	Risk Level: Very High High Medium Low	Likelihood: Almost Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Extreme - 5 Major 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Unit/Person
Contextual risks					
Deeply entrenched and inequitable social norms about gender-based violence and intimate partner violence in particular increase resistance to change	High	4	4	Develop and implement evidence-based intervention models and programmes at the individual, interpersonal, community, societal levels that aim at changing these social norms.	UN Women
The security situation in areas of the country where the Spotlight Initiative will be implemented, such as the Highlands, are insecure and plagued by tribal warfare.	High	4	4	The UN System is developing an area-based programme in the Highlands which is based on peacebuilding and reconciliation. The UN has built good will with communities through a strong humanitarian response in the Highlands to a devastating earthquake in 2018.	UNDP, RUNOs
Papua New Guinea is vulnerable to shocks due to environmental disasters such as earthquakes, shocks related to el Nino and la Nina phenomena which manifest in droughts and/or landslides, active volcanos, cyclones on the smaller islands and emergence of non-communicable disease outbreaks (polio, measles, etc.). Humanitarian disasters disrupt any development gains and make women more vulnerable when resources are scarce	Very high	4	4	The RC and the National Disaster Centre Co-Chair the Disaster Management Team where strategies are developed and implemented on disaster risk reduction, prevention, mitigation and response.	Resident Coordinator, Disaster Management Team



<p>The Referendum in Bougainville is scheduled for October 2019, where the Autonomous Region of Bougainville will vote on whether it will become Independent. Any political fallout from this, especially in the post-referendum period</p>	<p>Medium</p>	<p>3</p>	<p>3</p>	<p>The Bougainville Referendum Support Project has measures in place whereby risks are monitored, and strategies would be deployed to support the Government in mitigating any political fallouts as a result of the Referendum.</p>	<p>UNDP</p>
<p>The “Wantok” (or <i>One Talk</i>, speaking the same language, from the same place) system is culturally inherent in Papua New Guinea. Groups from the same provinces and tribes are obliged to unofficially support each other and to curry favour as based on this affiliation rather than merit. This manifests itself in the workplace and across social circumstances, superseding the application of rules or regulations. The wantok system could impact victims and perpetrators not going through the full judicial system, such as receiving compensation or mediation.</p>	<p>Very High</p>	<p>5</p>	<p>3</p>	<p>The UN System rigorously applies its own rules and regulations to mitigate any risks associated with the Wantok system.</p>	<p>UN System, Government</p>
<p>Programmatic risks</p>					
<p>The implementation period of three years is short, while seeking demonstrable impact, jeopardizing the delivery on programmes</p>	<p>Medium</p>	<p>3</p>	<p>4</p>	<p>The design phase accelerated the creation of interim Governance mechanisms such as the interim Country Steering Committee and the interim CS reference group. Nation-wide consultations were held and the RUNOs are advancing preparations that will enable immediate implementation.</p>	<p>UN System, Design Team</p>
<p>Specific targets of delivering through national civil society partners are ambitious given the current levels of capacity</p>	<p>High</p>	<p>4</p>	<p>4</p>	<p>The programme’s design will cater for accelerating and front loading the capacity building of CSOs to facilitate their absorptive capacities.</p>	<p>UN System, Design Team</p>



Implementation and delivery may be delayed due to a slow-start-up process.	High	3	4	The UN System is prepositioning a lot of the processes necessary to start up the implementation and delivery during the design phase to ensure that once the programme is signed, implementation can begin right away (i.e. drafting of TORs for recruitment processes across the RUNOs; detailed consultations with IPs; interim CSC and Interim CS Reference Group set up; draft AWP prepositioning, etc.)	UN System
Limited infrastructure, security costs, and spread out communities make operations in the provinces exceedingly expensive.	High	4	4	Develop innovative interventions that use hybrid technologies for reaching those, furthest behind. Rally local-level Government support of Provincial Administrators to decentralize interventions and programme available funds to-scale, considering exorbitant costs.	RUNOs
General lack of access to modern technologies reduces the scope for information sharing, including data availability and use.	Medium	3	3	The coordination of administrative data collection is a priority under Pillar 5 of the Spotlight Initiative, to mitigate the risk of data measurement.	RUNOs
Changes in Government resulting in new leadership may affect political good will for the project or the selected provinces of intervention.	Medium	3	4	Ensure dialogue and consensus building at the highest level of Government and through the Country Steering Committee as well as at the technical level to enhance the resilience from shocks related to political instability.	Resident Coordinator, EU, UN Agencies
Institutional risks					
Internal challenges within government at the national, provincial and district levels include staff turnover, and varied	Very High	4	4	Develop training materials and capacity development initiatives that can be applied on a rolling basis. Work	UN Agencies



levels of capacities, which may disrupt or delay programmes.				with relevant actors to assess reasons for high turnover and address challenges in context of the initiative.	
Legislation not implemented due to lack of capacity and/or budget allocations	High	3	3	Support Government to establish financing and sustainability strategies from outset; focus on developing national capacities throughout the process.	UN Agencies
Political statements are not translated into action, or there is a lack of political will due to difficulties in coordinating amongst institutions	High	3	3	Foster ongoing dialogue through the Country Steering Committee with the Department of National Planning and Monitoring as well as various sectors within the government, ensuring that eliminating VAWG features in political agendas at the national, provincial and district levels. Foster allies within government at multiple entry points.	Resident Coordinator, UN Agencies
Fiduciary risks					
Corruption/Mismanagement of Funds	High	3	4	Strong and harmonized financial management system; use of IFC; spot-checks on IPs and regular financial assessments on the use of funds	UN agencies
Insufficient budget allocations to key sectors and institutions that address violence against women	High	4	3	Strengthen the advocacy and lobbying capacity of CSOs	UN agencies, CSOs
A drastic fluctuation in the exchange rate will affect the levels of programmable amounts	Medium	2	4	Monitor the exchange rate fluctuations, communicate with the Spotlight Initiative Secretariat and re-programme as necessary, following the rules and regulations of the contract.	UN Agencies, Spotlight Secretariat
Assumptions:					
✓ There is significant national commitment to the Spotlight Initiative as tabled at the National Executive Committee (Cabinet) and discussed in Parliament.					



- ✓ While VAWG, particularly intimate partner violence, is endemic, there is a strong grassroots lobby including support from the church, to ending this violence.
- ✓ The UN System in Papua New Guinea embodies legitimacy, has strong partnerships at the highest levels of Government, development partners and civil society which is coupled by its reputation as a neutral partner, fostering coordination across multiple stakeholders.

XII. Coherence with Existing Programmes

There are a number of important existing programmes to address VAWG in PNG. Key donors in the field of ending VAWG (EVAWG) are the European Union and the Australian Government, in addition to the UN Agencies who are the recipient organizations of the Spotlight Initiative.

The Australian Government has had a 10-year robust EVAWG programme, with the **Pacific Women Shaping Pacific Development Programme** (*Pacific Women*) as the key mechanism for delivering both funding as well as technical assistance, committing AU\$103 million in Papua New Guinea from 2012 until 2022.²⁸ The funding has three pillars - women’s economic empowerment, women’s leadership, and EVAWG. Of this, at least 50 per cent targets EVAWG activities. The key activities currently being funded by Australian Department of Foreign Affairs and Trade are included in Annex 4. Australia has also provided long-term support for the Law and Justice Sector, through the **Justice Services and Stability for Development Programme** and the **Australian Federal Police Support** to the Royal PNG Constabulary. Addressing family and sexual violence is one of four key pillars of the current programme (2016-2019) and is expected to be a continued priority during the next cooperation period. The goal of this pillar is to give women and others vulnerable to family and sexual violence improved referral pathways and access to justice, legal protection and support services. The New Zealand Government also supports strengthening services for survivors of GBV through support to the 1-Tok Kaunselin Helpim Lain national toll-free telephone counselling service, managed by ChildFund.

The European Union also has a large development cooperation programme in PNG, with several projects that promote women’s economic and social empowerment, particularly for rural women. The below table presents a selection of the projects most likely to provide opportunities for synergies with Spotlight:

Table 31. Projects funded by the European Union with goals that overlap with Spotlight

Project	Sector	Geographical Coverage	Budget (Approximate)	Brief Description of Project	How is it complementary to the Spotlight Initiative
TVET teacher training	Education	Several Provinces (Morobe, Enga, Eastern Highlands, East Sepik, NCD, Chimbu)	US\$ 27.6 m	Upgrading of TVET teaching infrastructures for students (boys and girls) and teaching skills of TVET teachers, including women.	Increase in number of female enrolment in technical fields and TVET teachers will contribute to protection and empowerment of female students .
Rural Economic Development Programme	Agriculture, rural development and resilience	Highlands regions	US\$31.2 m	Accessibility to markets and related services as well as addressing	Livelihood support services for women in farming and cultivation of crops and provision of access to market



Spotlight Initiative
To eliminate violence against women and girls

Initiated by the European Union and the United Nations:



				climate change and resilience for farmers	services for women in rural areas.
Support to WASH	Water, Sanitation and Hygiene	Selected Provinces (Morobe, Western Highlands, Autonomous Region of Bougainville, Eastern Highlands)	US\$ 25.7 m	Improve access to water, sanitation and hygiene in rural schools and health centres	Improved WASH in schools and education contributes to female education and health
Strengthening food production capacity and the resilience to drought of vulnerable communities	Agriculture and Climate Change	Highlands Region	US\$3.3 m	Support services to farmers to mitigate risks associated with drought and climate change affecting food crop production	Training of women farmers leading to increase participation of women in food crops farming and vending for cash generation.
Support to Civil Society Organizations and Local Authorities	Peace	Several Provinces (East Sepik, Enga, Morobe, NCD and Central)	US\$6.7 m	Addressing the root causes of violence	Resolving conflicts and creating peace among people and communities which involves address gender-based violence, child abuse and general conflicts.

In addition, the European Union has 3 projects being planned with International NGOs aimed at promoting a culture of peaceful interaction and conflict resolution, for a total of US\$ 6 million. Although the projects do not specifically focus on gender-based violence, it will be addressed through a number of activities.

In 2019 New Zealand also funded four year NZ USD 4mil. project ‘Strengthening Services for Survivors of Gender-Based Violence in PNG’ to create a more responsive socio-political environment for the needs of survivors of gender based violence. It is funding operations of the 1-Tok Kaunselin Helpim Lain, which is national toll-free telephone counselling service, providing quality information, telephone counselling, safety planning and referrals to survivors of GBV. Referral advice will be improved via stronger data collection and tracking mechanisms, and sector-strengthening activities in up to two target provinces starting with East New Britain. Management of the hotline will be transitioned to the GoPNG’s Family and Sexual Violence Action Committee in Y3/4.

Spotlight will work closely with the European Union and other development partners during planning and implementation. *Pacific Women* has worked with the design team to ensure that activities are aligned with the *Pacific Women* 2019-2022 investment plan. This is particularly important given that Spotlight will be working with many of the same CSO and governmental partners, and close coordination and collaboration will be required to prevent overburdening partners or duplicating efforts. The selection of Spotlight focus areas was made with this in mind. Spotlight will build on the strong legislative, policy and institutional foundation established with financial and technical support from *Pacific Women* and Justice and Stability Services for Development Programme to consolidate, expand and adapt successful programming to areas of the country that have not yet benefitted from the advances made at the national level.



XIII. Monitoring & Evaluation

The overall monitoring and evaluation strategy follows the UN Delivering as One approach. An integrated monitoring, evaluation and learning system will be designed to track programme results and foster continuous learning/improvement. This will be based on the principles of 'Leaving No One Behind', 'Do No Harm', and the 'Human Rights Based Approach' all grounded in results-based management. This requires a comprehensive mix-method approach to be able to complete financial, process, risk, assumption and results monitoring. Employing these approaches will ensure that both rights-holders and duty-bearers are engaged in defining, measuring and reporting results. These principles applied to the measurement of the programme results will ensure that the processes are non-discriminatory, participatory and accountable. This includes validating reporting and testing tools with beneficiaries and service providers.

Methodologies and tools will be evidence-based, participatory, gender-sensitive, culturally/linguistically/geographically appropriate for routine quantitative monitoring data and periodic qualitative data collection. Gender disaggregated data will illustrate varying levels of vulnerability, marginalization and exclusion and will be reflected in indicators, baselines, targets and progress data in order to show disparities and provide evidence on who is being left behind. Data collection methods will ensure that methods used put the safety of women and participants first and adhere to the WHO's Guidelines for Research on Violence against Women.

The Monitoring and Evaluation Specialist within the Coordination Team will be the focal point and will be a resource cost-shared amongst the Spotlight Initiative and other European Union programmes on which the UN System is delivering. The Monitoring and Evaluation Specialist will work in coordination with the Recipient UN Organizations' programme focal points to design instruments, collect and systematize data, conduct monitoring visits, prepare progress reports and report to the Resident Coordinator/Recipient UN Organizations. They will be responsible for the collection and analysis of data in the results framework providing support to lead Recipient UN Organizations, as well as Government, EU, Agencies and CSOs.

Due to the weak capacity of many implementing CSO partners in monitoring and evaluation, capacity building in monitoring and evaluation and data collection techniques will be provided through the capacity building activities in Pillar Six, offered under the CSO Hub. The program will also coordinate with *Pacific Women*, who have developed a very robust Monitoring, Evaluation and Learning Framework and a toolkit for training partners.⁵² This will ensure technical coherence among violence prevention programmes and will strengthen national data collection capacity and systems.

A study will be commissioned at the beginning of the programme to set the baselines for the results matrix. This will include document reviews/expert analysis to extract data from existing sources (i.e. DHS). A RUNO is responsible for each of the indicators in the results framework, they are primarily responsible for collection of routine programme-level monitoring data with support of the monitoring and evaluation focal point. As mentioned in Pillar Five, the WHO Safety and Ethical Recommendations for Researching Violence against Women and Girls will be strictly adhered to throughout all data and information gathering activities, including monitoring and evaluation.

The Secretariat will manage the mid-term assessment and end-line evaluation, in consultation with the RC and RUNOs. The PNG Spotlight Programme has allocated 5 per cent of the budget to monitoring and evaluation, inclusive of the evaluation and assessment.

XIV. Innovation

Programmatic Innovation

The key innovation of the Spotlight Initiative in PNG is enshrined in the core principle of SP, particularly to "leave no one behind," and centering the experience of the local women's movement and survivors throughout all programming. "Business as usual" in PNG has meant focusing on urban areas, whereas 85 per cent of the population of PNG lives in remote, rural areas. Therefore, Spotlight's emphasis on reaching remote populations, as well as women and girls experiencing multiple and intersecting forms of discrimination provides a much-needed opportunity to innovate new ways to expand coverage of services and prevention efforts to these often-ignored populations. Because of the strong foundation laid by the



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European Union, the UN System and other donors, in particular Australia and New Zealand, many of the necessary building blocks are already in place in the form of legislation and policies, services and coordinating bodies, and an emerging emphasis on prevention, Spotlight is poised to be able to make a crucial contribution by demonstrating that these policies, laws, services and prevention efforts can be made accessible to the majority of Papua New Guineans. By forging innovative partnerships between government agencies, private sector companies, such as Digicel, faith-based communities and traditional leaders, and most importantly, the women's movement, Spotlight will address the needs of marginalized women and girls.

The great majority of EVAWG programmes globally address justice, services and prevention in silos, with little communication among different partners and sectors, particularly between governments and CSOs.^{6,7} In contrast, Spotlight will emphasize multi-sectoral, integrated solutions through joint planning, capacity building and implementation at both a national and provincial level. This is key to the sustainability of the activities after the end of Spotlight.

The establishment of the CSO capacity building Hub is another innovation, critical to the program given the proportion of funds to be spent through indigenous CSOs. Strengthening indigenous CSOs in this way is a first of its kind in the country. Many donors and development partners would like to provide more funding for indigenous CSOs but are unable to due to the recognised fact that absorptive capacity is low. This is led international NGOs to be tasked with building this capacity yet there are few incentives for them to let go of this role over time as it is an income stream for them. The UN system does not have these incentives and can offer a different model that is cost-effective and builds indigenous CSO capacity for the long-term.

The UN has started an innovative partnership with the PNG Business Council to engage businesses to support the achievement of the SDGs by developing an SDGs Dashboard. Businesses have a critical role to play to progress the achievement of the SDGs in PNG. As the largest formal employer, it also has an important role to address gender-based violence by creating awareness among its employees, clients and consumers. The Dashboard once fully developed can monitor and measure the performance and contribution of businesses to the SDGs targets including targets on gender equality and gender-based violence prevention. As a broad strategy, the SDG Dashboard will create a high level of awareness on the role of private sector in PNG's development, hence it is a strategic entry point to advance the Spotlight Initiative in PNG.

Other examples of innovative practices include the use of mobile technologies for violence prevention. During the 2018 earthquake in Southern Highlands and Hela Province, with support from Digicel, violence prevention messages were sent to more than 2 million users. This successful experience will be expanded to reach women in remote communities, as well as youth networks. Men and boys will be engaged in transforming social norms and practices, both as community mobilizers and activists, as well as participants in the Parenting for Child Development, Sanap Wantaim, and the school-based programmes on Comprehensive Sexuality Education/Life Skills training. Moreover, the prevention programming goes beyond awareness raising, and will address gender inequality as the key drivers of VAWG. Spotlight will promote critical reflection on what is and isn't working, and sharing the lessons learned to improve programming will be integrated throughout the programme. The strategy for change proposed for Spotlight PNG is based on up-to date global best practices in response and prevention of VAWG, and on the extensive experience and global expertise of the UN agencies.

Operational Innovation

The UN Country Team is gearing up to deliver on two significant EU programmes in 2020, including the Spotlight Initiative as well as the EU STREIT programme. The EU STREIT programme is valued at USD 100 million over the next five years in rural development, implementation of which would be led by the UN. To maximize efficiency gains, the Resident Coordinator will pool the requisite Monitoring and Evaluation as well as Communications resources for both programmes. An officer specializing in Monitoring and Evaluation as well as another in Communications will be responsible for those aspects of both programmes. The cost for these officers will be shared between the two programmes. This proposal was met enthusiastically by the EU, RUNOs, and the Secretariat as a cost-saving measure that ensures quality support to the donor as well as compliance with requirements of the respective contracts.

In alignment with the UN Delivering as One Approach, the UN Country Team, through its Operations Management Team, increased operational efficiency and overall programmatic impact, through the



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harmonization of business processes and use of best practices in the UN system. This has proven to have a positive effect on the way the UN delivers against the development needs of the country.

To further strengthen inter-agency collaboration, the Operations Management Team is finalizing the Business Operations Strategy. This Strategy establishes priorities for operational services provided jointly within the UN System in Common Procurement; Human Resources; Finance; ICT; Logistics and Transport; as well as Common Premises – the One UN House. Working Groups for each of those areas identify specific operational services that different UN agencies can do together or where mutual recognition can be leveraged to avoid duplication, reducing transaction time and costs. Priorities for common services are identified through needs and cost-benefit analysis. This is integrated within the Operations Management Team's results framework with established indicators and targets to support ongoing monitoring of results in common business operations. Examples of common services are vehicles pooling / fleet management systems; harmonization of procurement of common goods and services; increased use of long-term agreements with vendors; standardization of recruitment work flows; and establishing common rosters for recruitment of staff and consultants, etc. Implementation of harmonized business practices and common services strengthens inter-agency collaboration and ability to jointly deliver on the Spotlight Initiative.

XV. Knowledge Management

The knowledge management strategy will encompass the full spectrum of knowledge flows into, throughout and out of the programme to ensure that good practices and lessons learned can be embodied in staff and/or organizational processes. It will cover generating, collecting, capturing, storing, codifying, transferring and communicating knowledge, stressing what works and what does not in the various contexts for programme effectiveness.

Key Knowledge Management principles for PNG include:

- Integration: Knowledge Management Strategy is integrated with Communications and M&E;
- Centralized: there is a central, accessible knowledge space repository;
- Decentralized: each part of the coordination structure has knowledge management responsibilities;
- Quality: standards reiterate high quality of knowledge;
- Secure/Shared/Accessible: Regular communication avenues that are accepted to different stakeholders are used.

Knowledge Management will be led by the officer responsible for M&E in association with the officer responsible for communication – both shared resources with other EU funded programs as mentioned above. They will work with the recipient UN organizations, working within the UNDAF Results Groups. Additionally, the Civil Society Reference Group, the Coherence Mechanism, the RC and the Country-Level Steering Committee all play a significant role in codifying knowledge.

The following are indicative Knowledge Management activities:

- Standardization in GBV/VAWG terminology, quality, data collection tools, and incident classification; and uniformity in how and what data is collected;
- Identifying relevant knowledge through in-depth interviews with key informants;
- Lessons learned log as part of programme monitoring;
- Production of knowledge products/fact sheets for internal and external audiences on progress impacting the lives of women and girls;
- Incentivise/encourage qualitative and quantitative research;
- documenting good practices and case studies in different formats for easy dissemination in partnership with scientific organizations, universities and CSOs;
- Facilitate dialogues across sectors to discuss relevant knowledge;
- Standardized after action/back to office reporting disseminated throughout the team;
- Knowledge Exchange Workshops/Development Partner Roundtable discussions/consultations;
- Establish innovative methodologies to gather and disseminate knowledge.

We will also contribute to both global learning, by supporting our national partners to share their work in international fora, such as the Sexual Violence Research Initiative, who hold bi-annual meetings to support networking and learning among gender-based violence researchers and practitioners. We will also engage with other regional and global initiatives supporting innovation and learning in gender-based violence, for



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example, the DFID supported What Works to Prevent Violence against Women Programme,⁴⁸ the Community for Understanding Scale-Up,⁵³ which brings together practitioners and researchers to improve understanding around how to scale-up social norm transformation, and the Prevention Collaborative, a network that “serves practitioners and activists who work to end VAWG.” Experiences from the Pacific region, and from PNG in particular, are not well known globally, and Spotlight will provide an opportunity draw more attention and interest to the innovative work being carried out in PNG.

XVI. Communication and Visibility

The UN and the EU Delegation have an existing and strong track-record in partnering on advocacy for development issues in-country, freedom of the press, and human rights. Over the past five years the EU and the UN have been co-hosting the Yumi Olgeta (*All of us Together*) media-get together. During these advocacy events, journalists engage in debates and panel discussions on prominent development issues. This existing and long-term partnership on communications positions the EU and the UN well to build a strong the Spotlight Initiative brand and visibility.

All communication and visibility around the Spotlight Initiative are aligned with the Initiative’s *Communication and Visibility Guide*. The Spotlight Initiative brand identity was jointly developed by the United Nations and the EU. The Spotlight Initiative brand conforms with UN and EU branding and visibility policies. All Communications will be led and initiated by the Spotlight Initiative’s Communications Specialist, who will be a member of the UN Communications Group, comprised of UN Agency Communications Focal Points to ensure the visibility of the Spotlight Initiative. The Annual Communications and Visibility Plan will be developed and implemented by the UN Communications Group.

The programmes will have four communications objectives:

- Raise awareness of violence against women and girls and its prevalence
- Illustrate and promote the impact and results of Spotlight Initiative-supported interventions
- Provide communications for development support to strengthen Spotlight Initiative’s programme design and implementation
- Ensure visibility for the Spotlight Initiative, its donors and partners

The Communication and Visibility Manual for EU External Action has been used to establish the Communication and Visibility Plan of the Country Programme (see Annex 2).

XVII. Budgets – See excel document attached

Table A – 3-YEAR WORK PLAN

Table B – BUDGET BY UNDG CATEGORY

Table C – BUDGET BY OUTCOME



XVIII. References

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XIX. Annexes

ANNEX 1: PNG Spotlight Initiative Multi-Stakeholder Engagement in the CPD Process

Consultation 1: UNICEF facilitated EU/UN Spotlight Consultation 25 June 2019 in Port Moresby

Key recommendations: Provide a summary of recommendations issued during this consultation process and how these have been taken on-board in the country programme. Please cluster by relevant sub-theme (Max 300 words).

Review of relevant legislation and policies: Family protection act, GEWE policy in relation to VAWG and strengthen implementation of laws and policies (capacity and knowledge of key stakeholders including service providers on how to use the laws). Law Bills to look at would include the Women’s Health Protection Bill and the Bill on Disability – VAWG inclusion and the equality Bill and how much this has progressed. There was also concern raised on the gaps in the Family Protection Act and Lukautim Pikinini Act.

There were discussions around strengthening the capacity of FSVAC at national and subnational levels and in doing so, work on the relationship between the FSVAC and the National GBV Secretariat. The UN agencies have worked in various areas of programming to support national agencies, so it is important that the UN agencies identify the gaps and overlaps in their programmes to be able to work better with government agencies. The Australian Government, through various implementing partners have been doing a lot of work in EVAWG so it would be beneficial to work alongside these organizations to understand where there are gaps and how the UN agencies are better placed to support interventions aimed at EVAWG.

Many NGOs are looking to scale up existing prevention programmes that show evidence of effectiveness (community mobilization, positive parenting programme, Sanap Wantaim, trauma healing community approach, SASA!, Equal Playing Field, etc.) this would include capacity building. UN Women is placed well in that it currently has programmes that are aimed at building capacity of local NGOs to roll out projects for women and girls. The importance of education for children and young people on VAWG sexuality education was cited, and through fun and sports events, young people who may not necessarily be in school should also receive information and services on VAWG.

For service provision, UNFPA is better placed to support interventions that are aimed at building the capacity of the FSC and NDoH to ensure institutionalization of family sexual violence services in the health system. UNDP is working with the government to build the capacity of government’s inclusion of women and girls as well as marginalised groups of people. UNICEF is working with the Office of Child and Family Services to improve legislations and programming around positive parenting programmes.

To achieve many of the objectives of working with women and girls, the UN agencies would have to streamline their efforts to establish database (i.e. Primero, GBV IMS) to create a comprehensive national GBV/VAC data collection system that suits the PNG context. This would improve sectoral strengthening to help improve availability, quality and comparability of administrative data and then share data into national data system. This would also improve monitoring and evaluation capacity of government and civil society organization partners, using a standardized monitoring and evaluation framework

Name of organization	Name and title of representative	Area of focus of work	Type of organization
UNICEF	Marianna Garofalo	Child Protection	UN
Department of Community Development	Dickson Kiragi	District Community Development Centres	Government
UN Women	Susan Ferguson	Gender Equality and Women’s Empowerment	UN
Global Women’s Institute	Mary Ellsberg	Spotlight Researcher	Academia



UNICEF	Cathy Patuvii	Education	UN
Pacific Women	Richelle Tickle	Gender Equality and Women's Empowerment	Donor
UNRCO	Iwona Spytkowski	Coordination	UN
Global Women's Institute	Deviyani Dixit	Spotlight Researcher	Academia
Global Women's Institute	Chelsea Magini	Spotlight Researcher	Academia
PNG Counselling Association	Susan Setae	Counselling	CSO
PNG Counselling Association	Ume Wainetti	Counselling	CSO
FemiliPNG	Denga Ilave	Case Management	CSO
Business Coalition For Women	Evonne Kennedy	GBV Policy	Social Enterprise
Consultative Implementation and Monitoring Committee	Marcia Kalinoe	Prevention and Services	Government
Caritas Australia	Micheal Koimb	Protection	Church
Active City Programme	Fazillah Bazari	Youth?	Government?
UNICEF	Monjur Hossain	Health	UN
National Capital District Governor's Office	Vilupti Corlis	Social Services	Government
UN Women	Adekemi Ndieli	Gender Equality and Women's Empowerment	UN
Un Women	Emma Anere	Gender Equality and Women's Empowerment	UN
UNFPA	Shruti Tripathi	Health and Gender Equality	UN
UNFPA	Steven Paniu	Health and Gender Equality	UN
UNICEF	Hennie Kama	Child Protection	UN
UNFPA	Naomi Kitahara	Health and Gender Equality	UN
UNICEF	Shiva Bushal	Education	UN
National Capital District Commission	Ruth Beriso	Gender-Based Violence	Government
UNICEF	Laura Evans	Consultant	UN
Salvation Army	Velena Gomara	Victim Support	Church
Department Of Community Development	Veronica Paita	Child Protection	Government
Department Of Justice And Attorney General	Terry Lui	Crime Prevention	Government
Department Of Justice And Attorney General	Septor Wailou	Community Engagement	Government
Magisterial Services	Rosemary Koimo	Magistrate	Government
Magisterial Services	Dessie Kaputin Magaru	Magistrate	Government
PNG Judicial Women's Association	Regina Sagu	Magistrate	Other
UNICEF	Carlos Vasquez	Water, Sanitation and Hygiene	UN
United Church PNG	Albertine Kabaruu	Child Protection	Church
Office Of Child Protection And Family Services	Dorothy Nanai	Child Protection	Government
YWCA	Janet Kabo	Young Women	CSO
National Department Of Health	Jackson Pilyo	Male Sexual and Reproductive Health	Government



UNICEF	Simon Molendijh	Education	UN
Tribal Foundation	Yanamlyn Yana	Sorcery Accusation Related Violence	CSO
UNDP	Julie Bukikun	Gender Equality And Women's Empowerment	UN
Australian Department of Foreign Affairs and Trade	Angeline Amos	Gender Equality And Women's Empowerment	Donor
Population Services International	Shannon Mcvey	Family And Sexual Violence	International NGO
Equal Playing Field	Karen Lillie	Youth	CSO
Royal Police Constabulary	Delilah Sandeka	Family And Sexual Violence	Government
Human Rights Defender's Association	Linda Tule	Gender Equality	CSO

Consultation 2: UN Women facilitated EU/UN Spotlight Consultation 28 June 2019. Wewak, East Sepik Province

Key recommendations:

Most of the concerns that were raised at the Wewak consultation was for public awareness and sensitization programmes in schools and with youth at community level. Services like the FSC and the Family and Sexual Violence Units at provincial and district level are lacking within the province. It was recommended that coordination and capacity building be done for service providers. It was also recommended that awareness and school prevention programmes be introduced to the youth.

For services, stakeholders raised concerns for the lack of capacity building, resources and long-term funding. They also identified the need to create network of people working together in prevention work to help each other. This was also compounded by a lack of infrastructure, equipment and administrative support. Under service provision, the stakeholders recommended that and FSVAC should be established; this would include the government, ward, LLG and district level, to work together and strengthen relationships to better deliver services. The stakeholders also recommended that the FSC be fully furnished and made functional at the provincial level. They also wanted to see more accountability in place by ensuring that there was a monitoring and evaluation component as well as code of ethics added to strengthen consolidation of all services.

In terms of data management, data collection and management are a challenge in the province. The stakeholders recommended that there should be more resources and funding for data collection, capacity building for data officers and regular meetings within the family sexual violence network to share lessons learned. Regarding women's movement, there were recommendations for government support and ownership, training and capacity building and technical support for women's groups.

Name of organization	Name	Area of focus of work	Type of organization
RPNGC- Family and Sexual Violence Units	Lynne Sailan	Family and Sexual Violence	Government
Dept of Justice & Attorney General	Rachael Ningi	Provincial Liaison Officer for Village Court and Land Mediation	Government
DJAG	Lorraine Nahuet	Juvenile Justice Coordinator	Government
DJAG	Moses Galu	Senior Probation Officer	Government
RPNG – CID Maprik	Debra Giwarkun	CID Officer	Government
East Sepik Provincial Health Authority	Cynthia Huafofo	Medical Social Worker - FSC, Wewak hospital	Government
East Sepik Provincial Health Authority	Maggie William	Clinical HEO –OIC STI HIV	Government



Mental Health Unit	Scholar Jiramie	Psychiatric Nurse	Government
Provincial Health Authority	Dr. Angela Seginami	SSMO / ONG	Government
		Senior Medical Officer	
Div. of Community Development	Dianne Kaumas	Welfare Officer	Government
Div. of Community Development	Sam Wangi	Child Protection Officer	Government
Div. of Community Development	David Kaling	Wewak District Youth Rep	Government
Provincial admin	Rose Wangi	Gender Equality and Social Inclusion Policy	Government
Stella Marist (Safe house)	Sr Scholastia Banik	Safe House	CSO
HELP Resources	Jill Bosro	Safe House	CSO
Family for Change	Veronica Simogun	Gender Equality Awareness	CSO
The Grail Safe Space	Naime Paime	Gender Equality Awareness	CSO
Callan Services Maprik	Channel Lawe	Disability services	CSO
Wewak District Council of Women	Florence Parinjo	Awareness	CSO
East Sepik Provincial Council of Women	Sophie Mangai	Awareness	CSO
East Sepik Catholic Women Association	Trudy Nali	Awareness	CSO
East Sepik Catholic Women Association	Herbetha Kabai	Awareness	CSO
East Sepik Provincial Council of Women	Michelle Janguan	Awareness	CSO
National Broadcasting Commission	Johanna Sydney	Awareness	CSO
Oxfam	Merrolyn Moina	Awareness and Service provision	CSO
Oxfam	Augustine Kabai	Awareness and Service provision	CSO
Nana Kundi Crises Center	Lawrence Igam	Awareness and Service provision	CSO
Nana Kundi Crises Center	Theresa Dingu	Awareness and Service provision	CSO

Consultation 3: UNFPA facilitated Consultation in Mt Hagen 1 July 2019

Key recommendations:

The issues raised in Mt Hagen were quite similar to the issues raised in Wewak, there was a lot of concern raised about youth and children and the effects of violence that they experienced. There is a lack of services in the region and the capacity to provide services to women and girls. Many of the recommendations raised included establishment of FSCs and Family and Sexual Violence Units in the seven provinces. More awareness and prevention programmes should be introduced to schools, communities and churches as well. Government buy-in has been a challenge so there was a strong recommendation that government should take ownership and leadership in this programme.

There is a huge challenge for safe houses in the Highlands region with only three across seven provinces. Many of the staff of these safe houses are volunteers and not properly trained to provide services to women and children in need of protection. For this reason, they have recommended that there should be more trainings and capacity building for them as well as funding from the government. They also recommended that they get funding to purchase resources and to have trainings on data management and collection. Because of the awareness and advocacy work that the Human Rights Defenders do, they also recommended that they should have CUG and Tollfree call lines.

For women's movement, the stakeholders recommended that in order to support growth and development of young leaders, they should coordinate and institutionalize training for women's groups, strengthen existing grassroots organizations (Kafe Urban Women's Settlers Association, HR



Defenders, Voice for Change etc.) and faith-based women's groups, and improve leadership and skills of the provincial and district women's Council.

Organization	Name	Position	Area of focus of work	Type of organization
Catholic Women Jiwaka	Rose Kants	President	Gender	CSO
Child Protection	Sr.Cristi Panas	Coordinator	Child Protection	CSO
Consultative Implementation and Monitoring Council – FSVAC	Marcia Kalinoe	National Coordinator	Gender	CSO
CLPMS	Anton Lutz	Project Manager	Gender	CSO
Comm. Development WHP	Martine Marr	Manager	Government	Government
Community Development	Lilly Siori	CDO	Community Dev	Government
Community Development	Sharon Sisopha	Case Management Officer	Community Dev	Government
Community Development	Peter Nepil	Manager	Community Dev	Government
Community Development – EHP	Siviri Lalave	Advisor	Community Dev	Government
Department of Health	Jackson Pilyo	Technical Officers Men's Health	Health	Government
Education	Mepio Che	Advisor	Education	Government
Education	Bulda Ten	Material Officer	Education	Government
Education	Tonny Nikints	Adult Literacy Officer	Education	Government
EPA	Job Geren	Youth and Disability Officer	Environment	Government
EU	Rene Mally	Delegate	Development	EU
FSC / Provincial Health Authority EHP	Goim Jonduo	Sister in Charge	Gender	CSO
Family and Sexual Violence Units – Police	Delilah Sandeka	National Coordinator	Police	Government
GWI	Chelsea Magini	Researcher	Gender	Consultants
GWI	Mary Ellsberg	Team Leader	Gender	Consultants
GWI	Deviyani Dixi	Researcher	Gender	Consultants
Health	Mary Balupa	FSC	Health	Government
HWHRDM	Mary Kini	Team Leader	Human Rights	CSO
Links PNG	Barbara Toiya	Consultant	Gender	CSO
NCDC – FSC	Ruth Beriso	Manager	Government	Government
Palim B1 Women's Asso.	Maggie Numdi	President	Gender	CSO
PNGIMR	Franklin Kunjip	Project Coordinator	Immigration	Government
Police	Naring Bongi	PTO Training	Police	Government
PSC Mendi	Leo Walaget	Police Officer	Police	Government
Department of Planning	Amanda Kikala	Acting Secretary	Coordination	Government
SHP Administration	Leo Supiri	L&J Advisor	Provincial	Government
SHP Administration	James Tesim	Youth Officer	Youth	Government
SHP Administration	Francis Yasi	CDO	Community Dev	Government



UN Women	Emma Anere	Programme	Gender	UN
UNFPA	Sylvia Gamahari	Project Admin	Gender	UN
UNFPA	Steven Paniu	Programme Analyst	Gender	UN
UNICEF	Josephine Mul	Child Protection	Child Protection	UN
Voice for change	Paul Petrus	Peace Building Trainer	Gender	CSO
Voice of Change	Lilly Besoer	Director	Gender	CSO
Women in Politics	Cecilia Dre Kimagi	President	Gender	CSO

Consultation 4: UNDP facilitated Consultation in Kokopo 1 July 2019

Key recommendations:

Based on the final regional consultation, opportunities for the *Spotlight Initiative* that were identified by the stakeholders was to strengthen networking between partners and to also look at Women, Peace and Security aspect of the Referendum. At provincial level to strengthen institutions, they consider advocacy for the Provincial Executive Council to allocate funds for GBV activities and capacity building for stakeholders a priority for Spotlight. This is in line with the mapping exercise that they had prior to the discussion. There are many CSO and church activities happening in the region compared to the government taking ownership of GBV programs.

There is evidence of provincial legislations and by-laws that indicated that the region is ahead of the other regions in terms of commitment and endorsement of mechanisms that enable GBV work but from the consultation, many organizations are still working in silos which is becoming an obstacle to the good work that everyone is doing in the region. Given support in this area, there is opportunity to create more sustainable approaches for the continuation of GBV prevention and service provision work.

Gaps identified under service provision include professional and quality counselling services and magisterial services. This is similar to the two other regional consultations. In this instance, many of the cases are seen at the village court level including cases that are not under the jurisdiction of the village courts. DJAG has developed material and have begun to roll out village court training throughout the country but this training has not reached the region yet. Some village court magistrates are still issuing preventive orders for a number of cases as well as presiding over incest related cases.

Issues around the lack of GBV data are similar compared to three other consultations. The stakeholders raised concerns on the lack of a systematic database in place and a group that would work to pull data together from all stakeholders. For this, they would like to see a centralised database and working group set up in the Provincial GBV Secretariat to collect timely data and report in progress.

Under the women's movement and the CSO pillar, the priority is strengthening and coordination of the GBV secretariat at all levels; national, provincial and possibly in the district areas. There has to be some cohesion between the GESI and GBV Secretariat work at provincial level for stakeholders. There is also opportunity to improve the women's network in the provinces as well as regionally.

Organization	Name	Position	Type of organization
St Mary's Vunapope Hospital	Lucie Tirupia	DCO-GBV Advocator	CCHS
ENBW	Andrew Tiotorau	Male Advocate	NGO
St Mary's Vunapope Hospital	Albert Seri	Hospital Administrator	CCHS
Department of Education, Division of Education ENBP	Ruth Coplen	Provincial Guidance Officer	Government
Police	Gabriel Bandy	SEN / NSD	Police
Division of Education	Alkan Mararang	Provincial Education Planner	Government



Division of Planning	David Irasula	Social Planner	Government
ENV Council of Women	Alice Pawa	President	NGO
Community Dev	Ps Nelson Ainui	ENB Youth Representative	Government
ENBPG	Rev Allen Kinkin	Church Representative	Government
FSVAC – Division for Comm	Aidah Ikilik	Coordinator	Government
Kokopo Vinamami Urban LLG - ENBPA	Serah Tade	Social Development Officer	Government
Land Division ENBPA	Mary Dadativ	Deputy Advisor	Government
Police	Belin Tololo	SOS	Government
SDA	Kenneth Bale	Projects Officer	FBO
Bougainville Women Federation	Rachel Tsien	President	NGO
NCFR	Bernadette Hannets	Training Coordinator	NGO
Community Dev	Mana Kakarouts	Secretary	Government
Bougainville Women Federation	Margaret Kiroha	Wave Project Coordinator	NGO
Bougainville Women Federation	Melvine Giobun	Youth Women Representative	NGO
President & BEC Department	Nancy Warkia	Director, Strategic Policy and Planning Coordination	ABG Government
DNPM	Amanda Kikala	Acting Assistant Regional Aid and Aid Effectiveness	Government
EU	Brian Nakrakundi	Manager	EU
UNFPA	Dr Titilola Duro-Aina	International Technical Specialist	UN
ENBPA	Peter Tutuai	Programme Manager	Government
ENBPA	Mr. Philip Kuamin	Programme Manager	Government
WBCA	Elizabeth Tongne	Team Leaders	NGO
Police	Glenda David	Investigator	Government
Police	Baiai Gigi	OIC Reserve	Government

ANNEX 2: Communication and Visibility Plan

A- Objectives

1. Overall communication objectives

Objective #1: Raise awareness about intimate partner violence and its prevalence in Papua New Guinea: By publicizing data and supportive facts, creative messaging to key audiences, exhibiting thought leadership on VAWG, media sensitization and training.

a. Key indicator(s)

- i. 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



- ii. Output Indicator 3.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting
- iii. Output Indicator 3.3.4 Number of journalists better able to sensitively report on VAWG and GEWE more broadly
- iv. iv. Percentage of audience with accurate knowledge on the prevalence of intimate partner violence.

Objective #2: Illustrate and promote the impact and results of Spotlight Initiative-supported interventions: By finding, sharing and promoting the stories of women and girls whose lives have been positively transformed by Spotlight Initiative-supported interventions.

a. Key indicator(s)

- i. Percentage of identified audiences with accurate knowledge of the Spotlight Initiative
- ii. Percentage of identified audiences with a positive perception of the Spotlight Initiative
- iii. Output Indicator 3.3.3: Number of new and other media stories/reports that sensitively report on VAWG and GEWE more broadly

Objective #3: Provide communications for development support to strengthen Spotlight Initiative's programme design and implementation: By influencing the creation and delivery of behaviour-change and culture-shift activities, campaigns and initiatives.

a. Key indicator(s)

- i. Output Indicator 3.2.2: Number of people reached by campaigns challenging harmful social norms and gender stereotyping
- ii. Output Indicator 3.2.5: Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated

Objective #4: Ensure visibility for the Spotlight Initiative, its donors and partners: By coordinating consistent and coherent branding, high-profile endorsements from social influencers, top-tier media placements, organizing publicity events and campaigns.

a. Key indicator(s)

- i. Percentage growth of Spotlight Initiative audiences (segmented)
- ii. Percentage increase in Spotlight Initiative brand recognition

A knowledge, attitudes and perceptions survey will be used to gather baseline data.

2. Messages

The UN Communications Group will develop consistent, clear and evidence-based messaging about the Spotlight Initiative and its impact, adapting the set of global messages developed by the Secretariat. The UN Communications Group will use national data in its messages to make them evidence-based. It will follow the Branding guidelines that were jointly developed by the UN and the EU.

3. Audiences

The UN Communications Group will consult with the RUNOs, the EU Delegation and the interim Civil Society Reference Group on the target audience. The proposed audience includes the Spotlight Initiative programme beneficiaries, traditional and religious leaders, CSOs, government, youth groups and networks, UN agencies, the EU and development partners. Non-traditional audiences include the private sector, groups facing multiple and intersecting forms of discrimination such as lesbian, gay, bi, trans, and intersex youth, indigenous women, as well as cross-cutting government ministries.

B- Communication Activities

4. Content production

The UN Communications Group will develop creative, relevant and high-quality content to feed existing communications channels. Content development efforts will include:

- Stories: Impactful stories will be cultivated, produced and disseminated on the transformation in the lives of survivors and agents of change. Stories will be developed using the Issue, Action, Impact model. This will include op-eds, television appearances and radio interviews. The UN Communications Group will develop content in coordination with programme colleagues. The



UN Resident Coordinator and the EU Delegation will play a significant role in advocating and telling the story.

- Social video and social media: video content will be produced to share frequently and specifically for social media platforms, following this global trend. The official hashtags of the Spotlight Initiative will be used #SpotlightEndViolence. The Twitter handle GlobalSpotlight will also be used.
- Photography: High-quality photographs and images will be produced to document programme initiatives and to tell the story of the women and girls. The UN Communications Group will follow the Guidelines on UN System photos, when creating photographic content.
- Infographics: Infographics will be produced as a visual representation of data and information, as this is a great medium for depicting complex ideas in simple and interesting ways for easily digestion.
- Print and publications: Documents such as factsheets, banners, posters and other printed materials will be produced and will conform to the Spotlight Initiative Brand Guidelines.
- Official communications: the UN Communications Group, under the leadership of the UN Country Team, will produce joint press releases, statements and media advisories. Any such communications will be coordinated with the Secretariat to ensure consistency.

5. Channels

The UN Communications Group will develop creative, relevant and high-quality content to feed existing communications channels which include UN System and EU social media platforms, dissemination through the UNIC in Canberra throughout the Region, and sharing content with the Spotlight Secretariat. **Other platforms include print, radio and TV media.**

The UN Communications Group will share high-quality content with the Secretariat for use on the global website. The Spotlight Initiative's web presence will be centralized under one website (www.spotlightinitiative.org), which is managed by the Spotlight Secretariat, and where content for Papua New Guinea will feature in its country-specific landing page.

The UN Communications group will develop an annual calendar of the main events of the year, to capitalize on the opportunity to advocate for the Spotlight Initiative programme interventions, prioritizing the events requiring communications activities, in line with the communications objectives.

A high-level launch will be organized within the first quarter of the Country Programme Document being signed, to commemorate the start of the Spotlight Initiative in Papua New Guinea and will follow the guide to planning national launches.

6. Monitoring and evaluation

The communications efforts of the Spotlight Initiative in Papua New Guinea will be effectively monitored and measured, using the key indicators included in the Objective section above. In addition, the below indicators will also be used which have been tailored to the local context:

- Press and media: number of media hits, number of articles published;
- Social media: Number of followers or subscribers, social media engagement (impressions/likes/shares).

The UN Communications Group will work closely with programme colleagues and the M&E Working Group to develop and deploy knowledge, attitudes and practice surveys for baseline data to inform behaviour-change activities under Output 3 of the results framework.

7. Provisions for feedback (when applicable)

Assessment forms will be used as a means used to get feedback on communication activities from participants.

C- Resources

8. Human Resources

A Communications Specialist will be recruited to lead on communications for the Initiative. S/he will be a member of the UN Communications Group which is comprised of UN Agency Communications Focal Points, including the RUNOs (UN Women, UNDP, UNFPA and UNICEF). S/he will work together with other UN Communications Group members and the EU to ensure that the Initiative's Guidelines are followed. The Communications Specialist will be engaged by the Resident Coordinator's Office to

service the communications needs of the Spotlight Initiative as well as the STREIT programme, funded by the EU. The communications resources for both of these EU funded programmes will be pooled to gain efficiencies and ensure seamless and technical support tailored to EU requirements. The EU Delegation will be fully engaged and consulted on the Terms of Reference for this position as well as invited to participate in the recruitment panel to ensure that the EU branding is given sufficient credit and to ensure the visibility of the EUs investment.

The UN Communications Group meets on a monthly basis and implements a Joint Annual Work Plan which is approved by the UN Country Team. The Spotlight Initiative communication and advocacy will be folded into the Joint Annual Work Plan throughout the duration of the programme.

9. Financial resources

The UN Communications Group will include a standalone item on its Joint Annual Work Plan for the Spotlight Initiative advocacy activities. USD 293,000.00 has been allocated for communications activities, which is 2 per cent of the overall budget for the Country Programme (above and beyond Communication for Development, which is allocated within programmes). The EU Communications Officer, in partnership with the UN Communications Group, will cost-share and plan their campaigns around those of other UN agencies, EU and other partners to reduce costs.

10. Partnerships

The UN Communications Group has an established history of partnering with the EU Delegation over the past five years on development communication, human rights and freedom of the press. The EU and the UN have been co-hosting the Yumi Olgeta (*All of us Together*) media-get together on a quarterly basis. During the Yumi Olgeta events, journalists engage in debates and panel discussions on prominent development issues. The existing Yumi Olgeta media-get together approach will continue to be deployed for advocacy on the Spotlight Initiative and leveraging the strong existing partnership between the EU and the UN on advocacy in Papua New Guinea.

The UN Communications Group will partner with communications stakeholders, including the media, prominent actors and activists including on social media, RUNOs, the EU, the private sector, Government and the UNIC in Canberra. The UN Communications Group will work through the Youth Champions for the SDGs to disseminate messages as well as with the UNICEF Youth Advocate.

Content development will be coordinated through the monthly UN Communications Group meetings and on an ad hoc basis, as needed.



Annex 3: Demographic Information on 11 Provinces included as focus of Spotlight Initiative

1. Wewak, East Sepik Province:

- Total Population- 450,530 Males- 225,998 Females- 224,532
- Proportion PNG's total population 6.2 %
- Annual growth rate since 2000 census 2.5 %
- Sex Ratio 101 males per 100 females
- Average household size 5.2 persons
- District with highest population count Angoram; 98,135

2. Kokopo, East New Britain:

- Total Population- 328,369 Males- 168,760 Females- 159,609
- Proportion of PNG's total population 4.5%
- Annual growth rate since 2000 census 3.6%
- Sex Ratio 106 males per 100 females
- Average household size 5.6 persons
- District with highest population count Gazelle; 129,317

3. Port Moresby, NCD

- Total Population- 364,125 Males- 194,834 Females- 169,291

4. Mt Hagen, WHP

- Total Population- 362,850 Males- 183,791 Females- 179,059
- Proportion of PNG's total population 5.0%
- Annual growth rate since 2000 census 3.2%
- Sex Ratio 103 males per 100 females
- Average household size 4.3 persons
- District with highest population count Mt Hagen; 123,299

5. Lae, Morobe Province

- Total Population- 674,810 Males- 350,902 Females- 323,908
- Proportion of PNG's total population 9.3%
- Annual growth rate since 2000 census 2.0%
- Sex Ratio 108 males per 100 females
- Average household size 5.2 persons
- District with highest population count Lae; 148,934

6. Hela

- Total Population- 249,449 Males- 128,895 Females- 120,554
- Proportion of PNG's total population 3.4%
- Annual growth rate since 2000 census 2.7%
- Sex Ratio 107 males per 100 females
- Average household size 3.8 persons
- District with highest population count Komo/Magarima, 96,153

7. Southern Highlands

- Total Population- 510,245 Males-263,523 Females- 246,722



- Proportion of PNG's total population 7.0%
- Annual growth rate since 2000 census 3.2%
- Sex Ratio 107 males per 100 females
- Average household size 5.8 persons
- District with highest population count Nipa/ Kutubu; 147,005

8. Enga Province

- Total population 432,045 Males: 224,663 Females: 207,382
- Proportion of PNG's total population 5.9%
- Annual growth rate since 2000 census 3.5%
- Sex Ratio 118 males per 100 females
- Average household size 5.7 persons
- District with highest population count Lagaip/Pogera, 158,837

9. Jiwaka Province

- Total population 343,987 Males: 178,418 Female: 165,569
- Proportion of PNG's total population 4.7%
- Annual growth rate since 2000 census 5.6%
- Sex Ratio 108 males per 100 females
- Average household size 5.3 persons
- District with highest population count Anglimp/South Waghi; 194,109

10. Simbu Province

- Total population 376,473 Males: 197,307 Females: 179,166
- Proportion of PNG's total population 5.2%
- Annual growth rate since 2000 census 3.4%
- Sex Ratio 110 males per 100 females
- Average household size 4.9 persons
- District with highest population count Kerowagi; 93,107

11. Eastern Highlands

- Total population 579,825 Males: 301,048 Females: 278,777
- Proportion of PNG's total population 8.0%
- Annual growth rate since 2000 census 2.6%
- Sex Ratio 108 males per 100 females
- Average household size 4.2 persons
- District with highest population count Kainantu; 126,248

Total # of persons under 15 years = Total population x 35.6 percent
= 7,275,324 x 35.6%
= 2,590,015.344

Ref: National Statistics Office

Annex 4: Current EVAWG Activities funded by Pacific Women in PNG

C = completed activity R = regional or multi-country activity **Shaded activities operate in Bougainville** **Bolded activities will operate in the Third**



^ = funded or partially funded by the Gender Equity Fund

* = funded or partially funded by other bilateral programs

~ = funded or partially funded by the *Pacific Women* regional program

Country Plan period

	Organisation (local implementing partner)	Activity title	Start and end dates	Location / s	Working in ...
Violence Prevention and Services (23)					
18~C	UN Women	Port Moresby: A Safe City for Women and Girls Program	December 2010–December 2018	National Capital District: Gerehu, Gordons and Koki markets	Primary prevention Informal economy Engaging with men and youth
19C	Eastern Highlands Provincial Family Support Centre	More support services for women survivors of violence	March 2014–June 2015	Goroka, Eastern Highlands	Infrastructure Counselling and support services
20	Oxfam International Papua New Guinea (Human Rights Defenders Network, Kafe Urban Settlers Women's Association, and Family for Change)	Responding to Gender Based and Sorcery Related Violence in the Highlands	May 2014–June 2020	Eastern Highlands, Chimbu, Jiwaka and East Sepik Provinces	Crisis response Primary prevention Engaging with men and youth
21~C	UNDP (Office of Development of Women)	Support for strengthening national coordination, implementation and monitoring mechanisms to prevent and respond to family and sexual violence	June 2014–March 2019	National Capital District Morobe East New Britain Milne Bay	Structural reform Coordination
22	Femili PNG Initially auspiced by Oxfam in Papua New Guinea	Family and Sexual Violence Case Management: Building on Success for National Impact	June 2014–June 2017 July 2017–June 2022	Lae, Morobe Province	Crisis response and case management Coordination Research



	Organisation (local implementing partner)	Activity title	Start and end dates	Location / s	Working in ...
23	National Secretariat of the Family and Sexual Violence Action Committee through the Institute of National Affairs	Building the capacity of Papua New Guinea's Family and Sexual Violence Action Committee	October 2014–December 2019	National Capital District National	Organisational strengthening Structural reform Coordination
24	UN Women (Ginigoada Foundation)	Safe Public Transport for Women, Girls and Children	July 2018–March 2021	National Capital District	Private sector (transport) Primary prevention Engaging with men and youth
25*C	Health and Education Procurement Facility	Support to the Family Health Centre in Port Moresby	February 2015–November 2017	Port Moresby National Capital District	Infrastructure Counselling and support services
26	FHI 360 (Western Highlands and West Sepik Provincial Health Authorities)	<i>Kommuniti Lukautim Ol Meri</i>	April 2015–March 2018 April 2018–March 2021	Western Highlands West Sepik East Sepik	Primary prevention Engaging with men and youth Counselling, medical and support services Coordination School-based program Economic Empowerment
27	International Women's Development Agency (Nazareth Centre for Rehabilitation)	From Gender Based Violence to Gender Justice and Healing in Bougainville	April 2015–March 2018 April 2018–March 2023	Bougainville	Primary prevention Crisis response, counselling and support services Perpetrator counselling Engaging with men School-based program Economic Empowerment Research



	Organisation (local implementing partner)	Activity title	Start and end dates	Location / s	Working in ...
28C	UNICEF (Catholic Archdioceses)	Parenting for Child Development (formerly referred to as Partnership for Positive Parenting)	April 2015–July 2019	Madang, Western Highlands Jiwaka Chimbu	Primary prevention Child protection Child development Family-based approaches Research
29C	UNICEF	End Violence against Children Campaign	April 2015–December 2018	Eastern Highlands Western Highlands Chimbu Madang Jiwaka Bougainville	Primary prevention Child protection
30C	CARE International in Papua New Guinea	Highlands Sexual Reproductive and Maternal Health	July 2015–December 2017	Eastern Highlands Morobe	Primary prevention Sexual, reproductive and maternal health
31~	Population Services International	Creating a movement to end violence against women in Papua New Guinea: The SASA! Pilot and Family Support Centre Assistance Project	October 2015–March 2018 April 2018 – March 2022	Port Moresby General Hospital National Capital District Bewani, West Sepik	Primary prevention Engaging with men and youth Counselling and support services School-based program
32^C	Health and Education Procurement Facility and Health and HIV Implementing Services Provider	Establishment of Family Support Centres at Arawa Hospital, Bougainville and Daru Hospital, Western Province	January 2016–June 2018	Arawa, Bougainville Daru, Western Province	Infrastructure Family Support Centres
33^C	Health and Education Procurement Facility	Construction of the Koki Market Transit Centre	February 2016–September 2017	National Capital District	Infrastructure Safe public spaces



	Organisation (local implementing partner)	Activity title	Start and end dates	Location / s	Working in ...
34C	International Committee of the Red Cross	Support to Family Support Centres and Health clinics in Southern Highlands	May 2016–January 2017	Southern Highlands	Equipment Medical support services
35*C	Health and Education Procurement Facility	Renovation of Lifeline Centre	August 2016–July 2017	Port Moresby National Capital District	Infrastructure Counselling and support services
36C	UN Women in partnership with UNICEF, UNFPA	<i>Gutpela Sindaun bilong ol Meri na Pikinini</i>	April–December 2018	Hela, Southern Highlands	Humanitarian crisis response Counselling
37^	CARE International in Papua New Guinea	<i>Mamayo</i>	April 2018–June 2022	Morobe Eastern Highlands Chimbu Bougainville	Sexual, reproductive and maternal health Family-based approaches Financial literacy Engaging with men
38^	FHI 360	<i>Kisim Femili Plenin Strongim Kommuniti</i>	April 2018–March 2021	Aitape-Lumi, West Sepik Province Maprik, East Sepik Province	Sexual, reproductive and maternal health Young women and men
39	Oil Search Foundation	<i>Bel isi PNG</i>	July 2018–June 2023	National Capital District	Crisis response and case management Coordination
40~	Equal Playing Field	Safe Schools Strong Community	July 2019–June 2022	National Capital District	Respectful relationships and safe school

Annex 5: Civil Society Capacity Building Hub Terms of Reference

1. Background

Violence against women and girls is one of the most pervasive human rights violations in the world. The European Union (EU) and the United Nations (UN) are embarking on a new, global, multi-year intervention – the Spotlight Initiative – focused on eliminating all forms of violence against women and girls (EVAWG). PNG has been identified as one of the focus countries in the Pacific where the Spotlight Initiative will deploy targeted, large-scale investments to prevent and respond to violence against women and girls and thereby improving the lives of citizens at large.



2. Rationale and Justification

Women's Rights Civil Society Organizations (CSOs) are regarded as major players in the fight against VAWG at all levels. Consequently, the Spotlight Initiative regards these women led organizations as partners in the elimination of VAWG in PNG. In order to advance the Sustainable Development Goals (SDGs) principle of national ownership and in line with its commitment to leave no one behind, one of the key goals of the Spotlight Initiative is to shift the balance of power from international CSOs to national and, in particular, local and grassroots CSOs. In furtherance of this goal, Civil society networks and organizations have been accorded a unique role in the design and implementation of the Spotlight Initiative at country levels, creating a distinct opportunity for their meaningful engagement in the design, implementation, monitoring and evaluation of the Country Programme.

In the Spotlight Initiative, CSO strengthening will be enabled through a dedicated Outcome 6 to support the women's movement in PNG (11% of the funds). CSOs will also deliver up to 50% of the whole Spotlight Initiative, under the other pillars. The majority of these funds will flow to Indigenous CSOs as national, local and grassroots Implementing Partners. In addition, a further 2 million may be spent through two trust funds: Women Peace and Security and the Ending Violence Against Women and Girls.

With this arduous responsibility, it is important that CSOs have the capacity to deliver and sustain outcomes from the Initiative. However, according to a 2015 Civil Society Brief by ADB¹², *Civil Society capacity in PNG is strong on service delivery at the local level, but weak on research and advocacy at the national level. PNG's civil society is also characterized by weak governance, limited management capability and minimal collaboration and networking with other sectors. Poor communications, transportation difficulties, and limited financial resources also inhibit civil society capacity in PNG.* UN Women's experience working in the EVAWG space over the years demonstrates that CSOs working in the EVAWG context are also fragile and fragmented, do not understand basic gender concepts nor operate from a feminist viewpoint, and have limited opportunities for coalition building around common interests at local and national levels. This makes it difficult for groups to engage productively with others of like passion and is a major impediment for achieving the common goal of ending VAWG. These challenges are further exacerbated by the limited access CSOs have to external support, resources and tools to guarantee social accountability and to enable them to meet survivors' high demand for EVAWG services.

The UN's experience in PNG demonstrates that most national NGOs have extremely limited ability to manage even small amounts of funds. Many have no clear and accountable governance structures. The UN system has extensive experience already in building capacity of local NGOs to partner in our work in PNG and we therefore know that this capacity building takes years before NGOs are ready to operate on their own. For example, UN Women has spent 6 years working intensively with Ginigoada; a local NGO providing women only buses in Port Moresby; with the Nazareth Foundation providing services and advocacy for GBV survivors and more recently with the national Family and Sexual Violence Action Committee. These are amongst the most reputable CSOs in the country yet each required intensive support to meet the UNs requirements in managing grants and delivering programmes. UN Women has provided funds for finance officers to sit within their organizations; has provided UN Women staff members to specifically help them with monthly acquittals; has provided extensive training on gender based violence and women's empowerment. UN Women also had an out posted full time position in the Country Office to support the few NGOS who received funds through the Pacific EAW Trust fund and even this one position, was not able to provide the intensive support needed by PNG CSOs to meet the criteria for accessing these Pacific funds.

Donors often grant funds to international NGOs to administer funds to local NGOs due to these capacity constraints. However, there are no incentives for International NGOs to build full independence within PNG CSOs due to the fact that this would increase the pool of capable local CSOs who would then compete with international NGOs for the same funding. This is a major impediment in outsourcing this work to INGOs – often seen as the solution to this capacity deficit.

¹² Culled from <https://www.adb.org/sites/default/files/publication/173264/csb-papua-new-guinea.pdf>



During the Spotlight Initiative's regional consultations in PNG, women leaders recommended that Spotlight should coordinate and institutionalize training for women's groups, strengthen existing grassroots organizations and faith-based women's groups, and improve leadership and skills of the Provincial and District Women's Councils. Women's groups also requested funding for basic resources (transportation for survivors to services which they often have to provide themselves as individuals) and to have trainings on data management and collection. Because of the awareness and advocacy work that the Human Rights Defenders do, they also recommended that they should have Toll-free call lines for their own support. These lines will facilitate referrals and enable more effective delivery of services, including psychosocial support, child support or legal aid. This can be linked to a Case Management System (CMS) that uses technology to register, manage, and track cases referred to service providers to mitigate the risk of re-victimization of the survivor.

In order to meet these aspirations, the Spotlight Initiative will establish a capacity building/development hub for local organizations, including for networks of groups led by young women, and those facing multiple and intersecting forms of discrimination, to enhance their internal governance, delivery capability and feminist understandings about women's empowerment and gender based violence, in order to increase their access to funding, as well as their technical capacity and effectiveness. In the first phase of operations, the Hub will work with a up to three CSOs per Province, with a total of thirty-three (33) CSOs. This medium size cohort will allow for focused attention with each participating CSO, where the Hub can deliver support, facilitate shared learning and accountability between peers and experts as a practice community. This approach will strengthen the experience and help to embed expected change deep into CSO culture based on collective learning experience.

3. The Capacity Building Hub

The Capacity Building Hub will build the capacity of local CSOs across all pillars, including pillar Six, and recipients of the Women Peace and Security Trust Fund and the Ending Violence Against Women trust fund, to ensure that at the end of the programme, local CSOs are able to receive grants and implement donor funded initiatives effectively and to operate using a localized feminist framework.

Support will be given to bolster Human Rights Defenders' networks and their capacity across the nation, which will provide opportunity for shared learning and partnerships for advocacy and influencing of decision makers. This support will capitalize on the UN's extensive experience already accompanying and strengthening CSO's capacities, to create transformational change.

i. Purpose

The **main purpose** of the Civil Society Capacity Building Hub is to strengthen the effectiveness and accountability of women's CSOs in Papua New Guinea whose work contribute directly to effective service delivery and advocacy towards Ending VAWG in PNG.

ii. Expected results

- Transformation in internal systems, skills and policies of targeted CSOs for enhanced accountability and service delivery
- Transformation in gender responsive programming of indigenous CSOs in Papua New Guinea
- Better access by women and girls CSOs to targeted technical assistance, capacity development, resources and tools related to ending VAWG;
- An effective women's advocacy movement driving transformation and accountability on gender equality and the empowerment of women & girls.

iii. Components:

The CSO Hub will operate under 5 distinct but interrelated and mutually reinforcing components:

1. CSO Empowerment for improved accountability and service delivery;
2. Project Cycle Management;
3. Networking and Advocacy for change;
4. Empowerment of young women
5. Strengthening the women's movement and feminist agenda in PNG.

As an **optional component** and depending on access to resources from the UN Women Peace and Humanitarian Fund (WPHF), and the Ending Violence Against Women Trust Fund, the Hub



will manage capacity development of CSOs accessing these existing grant mechanisms, so they are able to deliver on specific high impact advocacy and service delivery outcomes on ending VAWG.

➤ **Component 1: CSO Empowerment for Improved Accountability, Service Delivery and Results**

The overall objective of this component is to strengthen the capacity of national civil society for improved service delivery and results; as well as strengthened voice and accountability. The component focuses on enhancing the internal governance capabilities of local level organizations, so they are better able to deliver at community levels on Ending VAW. This component seeks to improve the organizational policy, legal and regulatory environment for CSOs to deliver on their mandate to undertake evidence-based advocacy and service delivery with concrete results. Through a guided assessment process, the Hub will identify capacity strengths and gaps; opportunities and threats. This will enable determination and prioritization of critical capacity building actions to bolster the governance, management capacity and structures of CSOs.

➤ **Component 2: Project Cycle management**

Once the internal governance structures have been fortified, the Hub will enhance CSOs' project cycle management skills, including project formulation, managing finances and acquittals, implementation, Monitoring, Evaluation, Learning and Reporting. This will facilitate greater viability for national CSOs and put them in a better position to mobilize resources for strategic interventions that promote accountability and transparency in achieving an environment free from all forms of VAWG. This component will also provide opportunity for CSO mentoring in support of strengthening their organizational management capability.

➤ **Component 3: Networking and Advocacy for change**

Participant CSOs will receive training on the fundamentals of gender equality, lobbying and advocacy, especially as they relate to ending VAWG. Sessions will moreover, offer training to equip participants with ability to collect and use data as evidence for lobbying and advocacy in favour of improved budget performance by government and private sector decision makers on EVAWG.

➤ **Component 4: Empowerment of Young women and Adolescent Girls**

This component aims to empower young women and adolescent to play a more significant role in PNG's effort to eliminate VAWG and promote building of a feminist movement across the country. The unit will identify adolescents and women who are young, energetic and passionate (including those facing multiple forms of discrimination) and create a clear space for them to build their leadership skills and collective voice, enabling them to play an active role in their communities in preventing and responding to VAWG. An innovation fund for empowerment of young women and adolescent girls, using digital technology (part of Component 6 below) will be established to finance activities targeting young women and adolescent girls and their networks, which have demonstrated the potential for leadership in addressing VAWG issues in their communities.

➤ **Component 5: Strengthening the women's movement and feminist agenda in PNG.**

The idea of this module is to promote the establishment of a strong connection between networks and women / feminist organizations at all levels whose effort is focused on ending violence against women and girls, including national and provincial coordination mechanisms. Informal spaces will be created for platforms where organizations can interact, exchange knowledge, learn, share challenges/experiences and best practices. Importantly, these platforms will be connected to periodic dialogues with local authorities, so they can jointly identify tangible solutions to VAWG issues that affect each locality. The effort will aim to build regional alliances (through learning exchange visits) to enhance knowledge and best practices of local CSOs to replicate those that fit the local contexts and also strengthen existing regional networks.

➤ **Programme Logic:**

The 5 components of the Hub are anticipated to create a ripple effect for good, towards positively impacting the women's rights agenda in PNG. The expectation is that the CSOs' enhanced capacity will lead to greater performance, accountability and agency. This will boost their advocacy and networking potential, which will in turn make it attractive for younger crop of women's rights advocates to engaged in this challenging work. These young people will act as



game changers in advancing the feminist agenda in PNG for years to come. This ripple effect is represented in Figure 1 below.

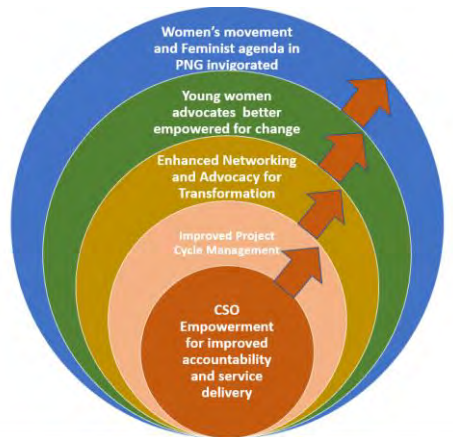


Figure 1

4. Management and Staffing Arrangements

A Management Unit will be established as follows:

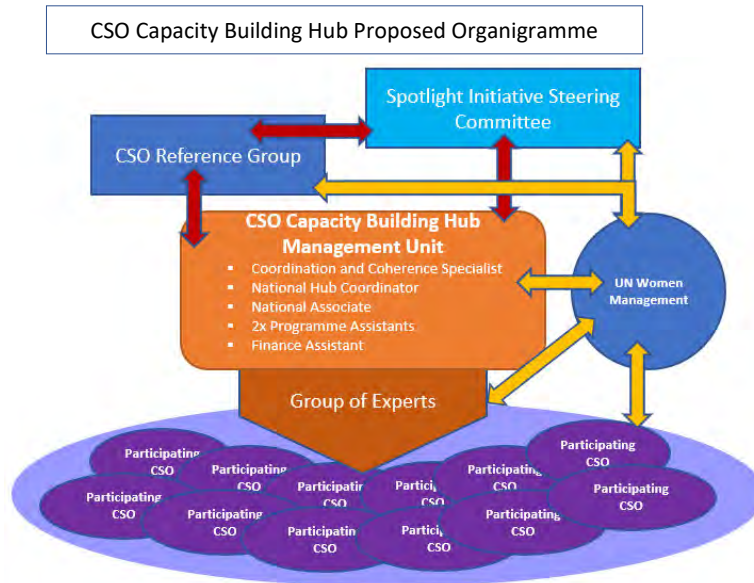
- **The P3 Coordination and Coherence Specialist** for the Spotlight Initiative will be responsible for providing overall guidance and oversight of the Capacity Building Hub for effective delivery of the strategic objectives of the Capacity Building Hub.
- **A National Hub Coordinator (NOC equivalent)** will provide technical guidance and inputs for quality assurance as well as ensuring that all technical elements of the Hub are informed by global good practice, while at the same time responsive to contextual realities. The programme specialist will ensure capacity building priorities identified for participating CSOs are in line with their capacity needs, are designed to reflect local realities and integrate innovative ideas from other climes. This position will also provide UN Women in-house capacity to ensure relevant Spotlight interventions linked to participating CSOs are being implemented effectively. The Hub Coordinator will also ensure that the right professionals are identified to deliver all capacity building initiatives on time, efficiently and in effective collaboration with partners.
- **A National Associate (G6 equivalent)** will support the Hub Coordinator to manage the Hub effectively. In particular, this position act as administrator, ensuring effective, culturally sensitive interactions with local partners. The Associate will also be responsible for developing and managing training plans and associated budgets, tracking delivery of capacity building initiatives or partnerships and lead general administrative support for the hub. This role will be responsible for managing financial resources, to ensure accountability and results.
- **2 National Programme Assistants (SB3 Equivalent)** will be responsible for providing quality, timely and accurate administrative and logistical support to the Management Unit as well as for events, workshops, and missions hosted by the Hub across the 11 focal provinces. The PAs will ensure timely and accurate tracking of data for management purposes and provide quality maintenance of internal systems and files; they will also work closely with the group of experts to assemble training resources and materials and ensure that prearranged training schedules are implemented as planned.
- **A Finance Assistant (SB3 Equivalent)** will support the team to implement financial plans in full compliance with UN Women rules, regulations, policies. This team member will be responsible for ensuring proper functioning of Hub financial resources management recording and reporting systems; reviewing and verifying financial transactions, activities, and documentation; taking corrective actions as needed and reporting any unusual activities. Timely and accurate drafting of management financial reports will be part of the FA's job function along with facilitation of knowledge building and knowledge sharing with participating CSOs and other actors as directed.
- **Consultants** will provide high quality technical support and bespoke training to participating CSOs, based on areas identified in the Capacity Needs Assessment, which will be conducted in the early stages of the Hub operations. The team of consultants with be drawn from credible local



and international sources. Efforts will be made to identify consultants who have a strong track record working on similar initiatives in other parts of the world, in order to enrich the local expertise.

- **Accountability and Advisory Support** – The Capacity Building Hub will work in close collaboration with the CRSG, engaging them as strategic advisors to Hub. The CRSG will also play a key role in advocating to partners for support towards full realization of Hub objectives. The Spotlight Initiative Steering Committee will be responsible for holding the Hub management answerable for the commitments made to Spotlight Initiative for capacity building of national CSOs.

The proposed organogram for the Capacity Building Hub is represented in the figure below:



5. **Monitoring, Evaluation and Communications**

A Monitoring, Evaluation and Communications strategy will be developed in line with the principles of Results-Based Management. The M & E strategy will enable effective monitoring of activities as well as the setting of key performance indicators.