

## Spotlight Mid-term Assessment Report using ROM review

Revision of the ROM Type def

Project Title

Reference

EU Delegation in charge

**Projects and programmes**

Argentina Spotlight Mid Term Assessment

Argentina

Key information				
Domain (instrument)	Region			
DAC Sector	Human and social development:" Gender equality".			
Zone Benefitting from the Action	Country: Argentina			
Type of Project/Programme	Geographic			
Geographic Implementation	Single country			
Contracting Party	SPOTLIGHT INITIATIVE			
EU contribution	5,400,000 USD			
Project Implementation Dates	Start date	1 December 2018	End date	30 November 2022
ROM expert(s) name(s)	Florencia Savoca Truzzo, Marta Medina			
Field phase	Start date	3 December 2020	End date	29 December 2020

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

Persons interviewed and surveyed	Interviews/FGD	Survey
EU Delegation	3	0
Partner country government	8	0
UN agencies	11	4
CSO reference group	5	4
Implementing partners	13	23
Final Beneficiaries	13	0
Other	0	4

Key documents	Number
Essential Documents	13
Other documents	14

## A. PURPOSE, OBJECTIVES, LIMITATIONS AND MITIGATION MEASURES

### Introduction

The Argentina Programme of the Spotlight Initiative launched in March 2019 and began implementation in June 2019 with the formation of the Programme team, supports interventions in six pillars: 1) legislation and policies, 2) institutional strengthening, 3) violence prevention, 4) availability and access to acceptable quality services, 5) reliable and quality information, and 6) support to civil society organizations and women's movements. The Programme implements interventions both at the national level and in the prioritized provinces of Salta, Jujuy and Buenos Aires. These provinces were selected based on their high femicide rates, the political commitment of provincial governments and the capacity of local actors<sup>1</sup> to achieve the expected results. The provinces of Salta and Jujuy have the highest femicide rate in the country. The Province of Buenos Aires (PBA) is the largest province in the country has the highest number of femicides and a complex socio-economic structure and social conditions in terms of human development.

Argentina is an upper-middle income country with approximately one third of its population living below the poverty line, but at the same time the country experiences extreme territorial disparities. The Provincial Sustainable Development Index (IDSP-UNDP, 2017) reveals a provincial average of 0.57, although the gap between the best performing jurisdiction (City of Buenos Aires) and the lowest performing jurisdiction (Santiago del Estero) is 0.48. The provinces of Buenos Aires, Salta and Jujuy are all below the national average. In terms of femicide rates, the provinces that recorded the highest rates for 2017 are Salta (2.74 per 100,000 women), Jujuy (2.12) and Santiago del Estero (2.10). The province that registered the highest absolute number of femicides is the province of Buenos Aires (PBA), reaching almost a third of the total number of femicides.<sup>2,3</sup>

The main stakeholders in the programme include national government institutions; provincial government institutions of Salta, Jujuy and Province of Buenos Aires; the United Nations agencies receiving funds; the United Nations Resident Coordinator (RC) and RC's office; the European Union delegation in Argentina; the Programme's civil society reference group and implementing partners (IP) (mainly civil society organizations, academic institutions and consultants). The beneficiaries of the Programme in the first phase include girls, boys, adolescents and young people of both sexes; girls, boys, adolescents and women who suffer multiple discrimination; community health promoters; male and female officials from various regions areas; state agencies at national and provincial level, teachers, men and women from the employment sector (representatives of unions and employers); communicators and; members of sports organizations.

### Purpose and objectives of the mid-term evaluation (MTA)

The purpose of the MTA is to evaluate the programme at the country level as soon at the close of Phase 1 and the disbursement of 70 percent of total Programme funds to take stock of where the Spotlight Initiative stands with respect to the initial Programme implementation plan; provide a snapshot of Spotlight Initiative implementation at a given point in time; provide stakeholders with information on project performance; contribute to project design going forward with incorporation of lessons learned; and test the Programme's theory of change. The specific objectives are to assess the relevance, efficiency,

<sup>1</sup> Country Report, 2018

<sup>2</sup> Casa del Encuentro (2017). Based on surveys conducted by the Observatorio de femicidios en Argentina "Adriana Marisel Zambrano" and the Population Census 2001-2010.

<sup>3</sup> By 2020, these rates varied, according to data from Mumulá Nacional Jujuy (2.8), Salta (1.8), Santiago del Estero (1.2) and Tucumán (2.1).

effectiveness and sustainability of the Country Programme, based on the agreed MTA questions, and to formulate relevant recommendations to improve subsequent project implementation.

According to the terms of reference, the MTA uses the European Union (EU) Results Oriented Monitoring (ROM) methodology as an approach to ensure that the results are comparable (across countries) and easy to interpret. However, the questions to be answered for the MTA are different from the standard ROM methodology questions and were agreed in advance by the EU and the Spotlight Secretariat. The 15 MTA questions are grouped by relevance, efficiency, effectiveness and sustainability, which are the main headings for the rest of the report.

For the purposes of this evaluation, each section has been assessed according to the following interpretation:

**Table 1. Grading reference table for criteria and monitoring questions**

<b>Qualitative</b>	<b>Description</b>
<b>Good/very good</b>	The situation is considered satisfactory, but there may be room for improvement. Recommendations are useful, but not vital to the project or programme.
<b>Problems</b> identified and small improvements needed	There are issues to be addressed to avoid negative repercussions for the global performance of the project or programme. Necessary improvements do not however require a major revision of the intervention logic and implementation arrangements.
<b>serious deficiencies</b> identified and major adjustments needed	There are deficiencies which are so serious that, if not addressed, may lead to failure of the project or programme. Major adjustments and revision of the intervention logic and/or implementation arrangements are necessary.

In this document we will interchangeably use the terms “Initiative”, “Spotlight Initiative” and “Programme” to refer to the Argentina Programme of the Spotlight Initiative.

#### **Limitations and measures taken:**

- Field visits were not possible due to meeting and mobility restrictions imposed in response to the COVID-19 pandemic in the country. All interviews and focus groups were conducted virtually.
- Certified data measuring progress against the indicators and milestones for 2020 were not available during data collection. Qualitative information on activities conducted in 2020 was obtained from document review, key informant interviews and focus group discussion. The absence of comprehensive and quality assured monitoring data in time for the Mid-term assessment review constitutes a limitation for the assessment, which the Spotlight Secretariat should consider in future exercises.
- Official financial reports are available for up to Quarter 3 2020 [30 September 2020]. Certified financial reports for the whole year 2020 will be made available in late May 2021, these reports follow the established inter-agency process for reporting on pooled funds in a Multi-donor Trust Fund and according to the timeline set in the EU agreement special conditions.

## B. RELEVANCE

<p><b>1.Does the action align to the principles of the Spotlight Initiative as listed in the Spotlight Initiative Fund terms of reference (TORs)?</b></p>	<input checked="" type="checkbox"/> Very good - Good <input type="checkbox"/> Problems <input type="checkbox"/> serious deficiencies
<p>The Spotlight Initiative in the country is focused on prevention of and access to services for victims and survivors of Violence Against Women and Girls (VAWG), including coordination with various actors, such as formal and non-formal education spaces, civil society, media, private sector, communities and employment sector. Three provinces (Buenos Aires, Salta and Jujuy) have been prioritized due to their high femicide rates and existing institutional capacity in relation to this issue. However, these provinces have unique complexities that make it difficult to effectively address all the needs identified. Added to this is the limited availability of data on VAWG and its manifestations for Latin America and the Caribbean and a lack of evidence on the intersections between VAWG and multiple forms of discrimination.</p> <p>The Spotlight Initiative terms of reference define 16 guiding principles<sup>4</sup> that inform all Spotlight Initiative programmes. In an online survey, conducted to engage participants’ assessment of the Argentina programme’s achievement with regard to the principles, 90 percent or more of participants expressed "strongly agree" or "somewhat agree" that Spotlight Initiative-supported interventions adhere to seven of the principles: empowerment of women and girls (98 percent)<sup>5</sup>, gender transformative (97 percent), the "leave no one behind" principle <sup>6</sup>and a comprehensive approach to addressing VAWG at multiple levels (95 percent), sensitivity to gender differences (93 percent), evidence-based (91 percent), and promoting an enabling environment for gender equality (91 percent). Additionally, more than 80 percent of respondents "strongly agree" or "somewhat agree" that seven other principles apply, including promoting an enabling environment for gender equality. Sixty percent of respondents "strongly agree" or "somewhat agree" that the Programme encourages a survivor-centred approach that promotes recovery by ensuring survivor participation. Thirty-three percent of respondents did not have enough information to respond to this item (consult Annex 4 for complete questionnaire results ).</p> <p>Qualitative data generated through key informant interviews and document review, demonstrates evidence of a significant effort to leave no one behind and prioritization of intersectional work through implementation of work under the pillars, particularly under pillars 3 and 4. The work under these pillars includes work with: people living with disabilities; people living with HIV; transgender populations; migrants who are members of the LGBTI population; and Indigenous peoples. It also includes as work with themes around masculinities. However, one group unrepresented in the programme design was sex workers.</p> <p>The Spotlight Initiative reached remote areas of the provinces and worked with the most isolated communities. As evidenced in the grants awarded, most of the programme implementation occurred in regions far from the capitals. However, during interviews with several provincial government officials and representatives of Civil Society Organizations (CSOs), they expressed the need to further expand work in these territories by establishing partnerships and strengthening work with CSOs based in remote territories. As mentioned by an official of the Government of Jujuy:</p>	

<sup>4</sup> Terms of reference 2017-2023. A Multi Partner Trust Fund. Spotlight Initiative, p 25-26.

<sup>5</sup> Interventions seek to transform gender relations to promote equity between men and women to achieve their results.

<sup>6</sup> Interventions focus on the most marginalized, excluded or discriminated against

*"In terms of reach, I think we have to make more progress on the most remote populations, but we are building a construction that will allow us that access. We have been meeting with the head of the Secretariat of Indigenous Peoples to see how we move even farther" [KII Government]*

The programme design takes into account the need to strengthen CSO's administrative and implementation capacities. Among the CSOs trained were women's organizations, organizations that work on issues of masculinity and organizations serving other groups in situations of vulnerability. The Programme found that in Argentina there is great heterogeneity in the competencies of these organizations. Many organizations present a low degree of formalization in legal terms and weakness in their administrative-financial structure, often a barrier to accessing Spotlight Initiative funding and acting as implementing partners. These organizations are generally those that work with populations affected by multiple discrimination and, although several strategies have been designed to address this, their preparedness continues to be a challenge. While the Spotlight Initiative has worked hard to generate inclusion mechanisms for these organizations, as detailed in question 9, there is still room to strengthen their capacities.

Interventions build on existing multisectoral programmes to address VAWG led by UN agencies and are innovative. This can be seen especially in the inclusion of the private sector, chambers of commerce, trade unions and their social works to address VAWG in the employment sector, expanding the efforts being made by the ILO since the ratification of Convention 190 and Recommendation 206 to address VAWG and harassment in the world of work.

**Key Findings**

- The Spotlight Initiative programme in Argentina is aligned with all Spotlight Initiative guiding principles, in particular the principles of leaving no one behind and strengthening the CSO competencies.

<p><b>2A. Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved?</b></p> <p><b>2B. Are programmes implemented in line with the UN System reform?</b></p>	<input checked="" type="checkbox"/> Very good - Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> serious deficiencies

**Programme implementation in accordance with the United Nations system reform**

The Spotlight Initiative in the country is implemented in accordance with United Nations System reforms and guidelines issued by the Secretariat (with some modifications). The governance structure comprises a Steering Committee and a Monitoring Committee. The Civil Society Reference Group (CSRG) reports to the Steering Committee and the Resident Coordinator (RC). In addition, the UN system's Interagency Gender and Human Rights group, which existed prior to the Spotlight Initiative, reports to the UN Coordination Team (UNCT) and provides advice to the Spotlight Initiative in the country.

The UN RC is responsible and accountable for programme performance. The RC provides leadership and interacts with government authorities at the highest level, the European Union Delegation, and other partners. The RC is supported in this task by the Resident Coordinator Office (RCO) and the Coordination Unit (CU). The Coordination Unit is a specificity in the governance of the Spotlight Initiative in Argentina, since it depends on the RC, ensures the coordination and coherence of the programme, collaborates with the lead agencies and provides support to RUNO and implementing partners' programme implementation. To strengthen governance, two technical committees have also been created, another specificity of the

country programme: A Communication Technical Committee (CTC) and a Monitoring and Evaluation Technical Committee (METC). The CTC provides advice on the communication strategy and approves the detailed work plan for the Spotlight Initiative Communication and the various communication pieces developed. This committee also produces the country's own communication manual. The METC advises on the monitoring strategy and the scope and characteristics of the evaluations to be carried out. It validates the detailed Monitoring and Evaluation (M&E) Plan and the different instruments created for this purpose.

The inclusion of the International Labour Organization (ILO), an agency with expertise and an established trajectory in Argentina, in the country programme is an interesting and innovative factor given that it is the only country programme in the region in which this agency participates, working directly on VAWG issues in the employment sector.

All stakeholders surveyed and interviewed highlighted the role of the CU in ensuring the coherence of the Spotlight Initiative, establishing links between stakeholders and keeping them informed of progress.

### **United Nations agencies involved, alignment with their mandates**

Four UN agencies are recipients of funds (RUNOs): The United Nations Development Programme (UNDP), UN Women (UNWOMEN), the International Labour Organization (ILO) and the United Nations Population Fund (UNFPA). As shown in Table 2 below, each RUNO has leadership responsibilities and complementary responsibilities (assistance and support in the implementation of activities), aligned with the mandate of each agency and its expertise on the issue. In addition to these four agencies, the United Nations Children's Fund (UNICEF) does not receive specific funds, but participates in the implementation, coordinates some activities and plays an advisory role.

**UNDP** is actively working in Argentina to promote gender equality through policies that impact the organization and its cooperation programme. It has led the Interagency Group on Gender and Human Rights for more than 10 years in Argentina. It has extensive experience in carrying out joint actions to mainstream gender equality with the three branches of government, the United Nations System, Civil Society Organizations (CSOs) and the private sector. It has been actively working on issues of gender violence, masculinities and political participation. **UNFPA** has been supporting the design and implementation of public policies and development programmes that promote reproductive rights, gender equality and the improvement of the lives of the most neglected segments of the population, particularly women, youth and adolescents. Its main lines of work in Argentina are sexual and reproductive health, comprehensive sexuality education, gender equality and empowerment, prevention and protection from gender-based violence (GBV), population and development. **UN Women** supports the establishment of global standards to achieve gender equality and works with governments and civil society to develop laws, policies, programmes and services as needed to ensure that the standards are effectively implemented. It has worked in Argentina from its Regional Office located in Panama and since 2018, has an office in Argentina. It has actively participated in the Interagency Group on Gender and Human Rights, which it began co-leading, together with UNDP and OHCHR, starting in 2020. It also leads the gender mainstreaming strategy in inter-agency work. The **ILO** is an agency specialized in the promotion of human rights at work. It is the only tripartite agency that brings together governments, employers and workers. Gender equality in the workplace is one of its priorities. The **ILO** develops actions to prevent gender-based violence at work through awareness-raising and training activities carried out with trade unions. It also implements actions to promote gender equality and prevent gender-based violence, as well as to eliminate workplace harassment.

**Table 2. Responsibilities of the RUNOs by pillar**

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
UNDP Leader	UNWOMEN Leader	UNFPA Leader	UNDP Leader	UNWOMEN Leader	UNWOMEN Leader
UNICEF Activities UNWOMEN , ILO	UNICEF Activities	Activities ILO, UNICEF, UNWOMEN	Activities UNFPA, UNWOMEN, ILO and UNICEF	UNDP Activities (Prevalence and Incidence Survey)	

Among those who are familiar with UN reform and responded to the online survey, 82 percent said they somewhat agreed or strongly agreed, 54 percent and 27 percent respectively, with the statement ‘UN country teams work well and together to implement action in an integrated manner.’

**Key Findings**

- Spotlight Initiative in the country is implemented in accordance with the reforms of the United Nations System and the guidelines issued by the Spotlight Initiative Secretariat (with some modifications).
- The four UN agencies included are relevant given their mandate and expertise. The inclusion of the International Labour Organization (ILO) in the country programme is an interesting and innovative factor for Argentina.

**3. Does the action presently respond to the needs of the target groups / end beneficiaries? Are the necessary consultations taking place with key stakeholders?**

Very good - Good

Problems

serious deficiencies

**Responding to the needs of the beneficiary groups - Programme design stage**

To address all the needs of target groups, in the programme design stage, a broad consultation process was carried out in three stages to identify country strategies: 1) Preparation: with the participation of the government, CSOs and the UN country team. This stage included CSOs that focused their work on different populations, among others, organizations working with the trans community, migrants and refugees, and organizations focused on human rights, VAWG, disabilities, education, indigenous peoples and access to justice; 2) Formulation: four workshops were held (one national and three provincial) with the participation of members of the government, CSOs, the private sector, the European Union (EU) Delegation and the UN. 3) Validation: Meetings were held with key national and provincial partners to validate the strategy and priorities. The EU Delegation, UN agencies and CSOs participated in this process. Additionally, the exercise included a meeting with the CSRG to validate the proposal when it was constituted in November 2018 and the realization of multi-stakeholder meetings to adjust the proposal when the programme launched in provinces during the last week of May 2019.

The result of the process was the publication of a programme document including the final results matrix. The formulation process was very participatory. It included people from different levels of government

and areas, representatives from academia, trade unions and business, the women's movement and CSOs. This was relevant for the legitimacy of the Initiative since all these actors have been central to the implementation process. This process was fundamental to include the ILO in the programme and through it the masculinities line began to be delineated, which was deepened during implementation, being highly valued by the EU Ambassador and the then RC.

It is reported that both the national government and the governments of the Provinces of Buenos Aires, Salta and Jujuy participated in the design stage of the Initiative. The National Government participated in the four consultation instances. In the case of the provincial governments, there were workshops in each of the provinces that included the participation of local teams working on gender and violence issues; primary health care teams; law enforcement agencies; judicial officials and those responsible for the registry of data on gender violence and femicide. Other participants included service providers, civil society representatives, representatives of the legislative branch, academics, and experts on the subject. The aim was also to guarantee an intercultural and multiparty presence. The plan of action was adjusted after changes in management in each of the provinces with the indicated counterparts.

The existence of the Interagency Group on Gender and Rights, which generated a regular dialogue among the agencies on this issue, served to inform about the institutional framework in this area, public policies, referents, and the efforts that the agencies were making in other areas to advance this agenda.

### **Responding to the needs of the beneficiary groups during programme implementation**

Most of the implementing partners consulted expressed that during implementation and evaluation of the interventions they support, they collect beneficiaries' opinions regarding the programme and opportunities for improvement according to their needs, either through surveys or consultations. With the purpose of a possible evaluation of the beneficiaries' view of the programme, the CU sought to ensure that these surveys were carried out. This information is available with the CU, but it has not been analysed to date.

In the case of the beneficiaries, the responses were heterogeneous in terms of their participation in the consultation and feedback process. A positive case is that of Fundación Finanzas y Desarrollo (Finandes, Spanish acronym), in which the beneficiaries contributed their opinions to modify the programme and adapt it to the local reality, focusing the programme on women artisans from indigenous communities in Jujuy. However, some implementing partners mentioned that tight programme reporting deadlines, often due to the pandemic, sometimes prevent the implementation of a more participatory approach.

*"In this case, we wanted the municipalities and the young people to have more participation, and in fact everything was planned in weekly joint meetings. Now the programme has been closed and immediately the technical-administrative report had to be developed, with quite a lot of demands. And it seems to me that this does not result in a community participatory evaluation, which has other times and other modalities."*[Implementing partner]

In the case of the CSRG, the interviewees mentioned that, although they participated in the consultation processes during the design, some of their suggestions have not been included in the programme document. For example, the suggestion to include content related to gender and gender-based violence in the curriculum of university careers in a cross-cutting manner. During the Spotlight Initiative implementation process, interviewees would like to participate in decision making, both in relation to how the programme is carried out and the adjustments that should be made in the implementation to reach all populations. The design of the various communication campaigns was mentioned as an exception to this. Additionally, they expressed that it would be convenient to work on giving more clarity to their role in the Spotlight Initiative. As summarized in one of the comments of one of the CSRG key informants:

*"Today our role, after all the advocacy we have done, we could hopefully say, is one of validation. We are thinking of a design role that we have not been expressing for months, a role that has an impact on planning, we have not been able to achieve that. Indeed when it is designed, when it is put in place, they ask us: what do you think? But we do not manage to be included in the design part of what is going to be done. How much is going to be spent, who is going to be selected. We recognize that it is an opportunity, and the consultants are excellent. There is nothing to criticize, they are excellent. What we are saying here is, what paradigm do they have? What is the role of civil society for these consulting firms and for the programme? What we are trying to influence is that civil society can participate in the design, be invited to the activities, be considered in Salta, be considered in Jujuy, when an activity is carried out with the universities. There is a gap. We were not able to participate in any of them. None of us was invited." [CSRG key informant].*

The UC reports that efforts have been made to involve the CSRG, for example, the plan for phase 1, plan for 2019, narrative report 2019 and the 2020 plan were presented to them, key projects of interest to the CSRG were identified and meetings were held to address more in depth each of these issues, ongoing and associated projects were presented, proposals and reviews were collected and exchange by mail was continued. Members of the CSRG have also participated, among others, in the development of the open calls to CSOs in pillars 3 and 4 and in the call for small grants under pillar 6 were part of the evaluation committee of proposals. It is difficult to find a balance between the participation demands of the CSRG and the management of the Spotlight Initiative. In this sense, it is more viable to involve the CSRG in cross-cutting actions, where there is direct leadership from the Spotlight Initiative, such as communication campaigns, evaluation of small grants. However, when an action is in charge of an IP contracted with certain terms of reference, it is more difficult to open a multi-stakeholder dialogue.

### **Key Findings**

- The Spotlight Initiative's design process was highly participatory, including all stakeholders and with broad participation from governments, CSOs, the private sector, trade unions and chambers, universities and think tanks, and was essential for designing innovative lines of work, such as the inclusion of the ILO in the initiative.
- However, in relation to implementation, the Spotlight Initiative's tight deadlines sometimes prevent a more participatory process when it comes to incorporating the opinions of users.
- The CSRG actively participates in the governance of the Spotlight Initiative. However, it would also like a more active participation in decision making.

### **Recommendations**

- Provide more opportunities for user feedback in the planning of activities. The timelines agreed in Phase 2 should leave room for these activities.
- Continue to involve the CSRG in cross-cutting actions, where there is direct leadership from the Spotlight Initiative, such as communication campaigns, evaluation of small grants. In addition, implement mechanisms to facilitate the participation of the CSRG in the follow-up of projects executed by CSOs and governments.

<p><b>4. Do all key stakeholders still demonstrate effective commitment (ownership)?</b></p>	<input checked="" type="checkbox"/> Very good - Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> serious deficiencies
<p><b>National Government</b></p> <p>Strong government commitment to the Spotlight Initiative is evident. Spotlight Initiative in Argentina has had the challenge of designing the programme to address national priorities and strengthen national capacities to develop and implement policies in a context of change of management. Although the Argentine government administration changed in 2020, the Spotlight Initiative country programme was designed and agreed with the previous administration under clear guidance from the National Women's Institute (INAM). The Spotlight Initiative was launched in a packed event in 2019 during the Second United Nations Conference on South-South Cooperation in Argentina, which gave it great visibility and underlined the new government's commitment. At the beginning of 2020, the new administration worked with both the national government and the governments of the three provinces to support the new lines of work on the subject, adapting to the new institutionalization of the issue. The programme and the issue of VAWG was given greater institutionalization and better positioning in relation to other government actors at the national level with the creation of the National Ministry of Genders and Diversities. The government does not receive direct funds from the Spotlight Initiative because due to the change in administration, the agencies with which the lines of work had been defined during the formulation preferred not to administer funds. When the new government was in place, they considered that new institutions might slow execution so again they opted not to receive direct fund transfer.</p> <p>The National Plan of Action against Gender-Based Violence was updated for the period 2020-2022. The National Plan of Action presents the guidelines for action in the national territory and mentions that various RUNOs will support Programme implementation, though there is no mention of all the RUNOs nor of the Spotlight Initiative as a whole. The interviewees from the RUNOs, the CU and the EU Delegation mentioned that coordination took longer due to the time it takes to establish a new government administration.</p> <p>The National Government has shown its commitment to the Spotlight Initiative, not only by providing human resources to monitor activities, but also by providing a critical view in terms of the programmes and activities that should be implemented, given that both administrations have shown great commitment and a strong vision of how to work on the issue. All the stakeholders involved mentioned that progress was made in the implementation of the planned activities and that the second phase is an opportunity to design together.</p> <p><b>Provincial governments</b></p> <p>The provincial governments are also showing commitment to the Initiative. In the case of the province of Jujuy, the authorities consulted mentioned that one of the issues that played a role in the decision to give more hierarchy to the Provincial Council for Women and Gender Equality was the international support of the Spotlight Initiative. The organization now reports directly to the governor of the province and participates in cabinet meetings. The Salta authorities highlighted the work with ILO and the impetus given by the initiative to give importance to certain projects, such as the tool for the detection and registration of women in situations of institutional violence developed by UNDP. They also mentioned that there may</p>	

be a communication problem, as they seem to be excluded from some of the activities developed by the Spotlight Initiative in the Province. An example of this is that many times organizations are hired for local activities without the Province being informed, often resulting in organizations from other provinces being hired or organizations led by indigenous people excluded. This communication situation could be improved for the second phase of the Spotlight Initiative. Interviewees from the Province of Buenos Aires (PBA), in turn, mentioned that the initiative contributed a great deal to the development of several lines of work, especially for the Single Registry of Cases of Violence.

In explanation, the CU mentioned that the provincial governments are informed of all the activities developed in the province. However, in the case of actions led by CSOs, the interventions and/or interactions are *ad hoc* and may therefore not be communicated to the Provinces in a timely manner. Some introductions of CSOs working locally have been made to provincial governments so the authorities are informed of relevant problems that require urgent response. Also, under knowledge management, SpotlightLAB exchange actions have been taking place since November 2020.

### **European Union Delegation**

The Delegation of the European Union presents itself as a partner in implementation and not only as a donor. The Delegation advocated for the inclusion of Argentina in the Spotlight Initiative and EU representatives were very involved in the design phase. In addition, they actively participate in decision making, in the follow-up of activities and participate on the Steering Committee. The EU commitment to the Spotlight Initiative is shown by the appointment of a focal point to coordinate with the RC on a day-to-day basis.

### **RUNOs**

The RUNOs also show an effective commitment, manifested among other ways, in the adaptation of their internal processes to coordinate and function as 'one UN'. Also, all agencies committed their own funds or managed additional funds to support the implementation of the Spotlight Initiative. Each agency has Spotlight Initiative-funded administrative and management support that coordinates and follows up on the interventions that each agency implements within the Spotlight Initiative. In Argentina, for some of the agencies, the Spotlight Initiative constitutes one of the largest lines of work in terms of level of effort, taking into account that, for example, UNWOMEN and UNFPA are small agencies. For UNDP and ILO, the Spotlight Initiative is not the most important line of work in terms of volume of operation/resources allocated.

Despite the existence of global communication approach, which explicitly instructs RUNO neutrality within the framework of the Spotlight Initiative, in most of the interviews with agency staff, the lack of visibility of the agencies within the Spotlight Initiative was mentioned. In many cases, participants considered that the individual work of the agencies is not made known to the detriment of their agency image in the country with regard to work done to eliminate VAWG.

### **Civil Society Organizations**

Many efforts have been made to include CSOs in the Spotlight Initiative. The CSRG has been included in the design, governance and implementation of the Initiative. Also, in 2020 alone, some 35 different CSOs have been funded for different projects under the Spotlight Initiative (more than 75 when considering that many of them worked in network/ partnership with other CSOs). Many of these CSOs were in networks/partnerships with other small organizations. A large proportion of these organizations have no experience working with the UN and/or other international cooperation agencies, while other members of the CSRG work for these types of international organizations. Despite efforts made to improve CSO capacity, there are still challenges to achieve greater involvement and strengthening of these

organizations. The heterogeneity of the issues they address, ways of working, availability of human resources, and technical and administrative-financial capacity present a challenge for collaboration. In the interviews, it was mentioned that the Spotlight Initiative is known in the country, but often the time required to present bids or to implement interventions and other requirements, prevent the involvement of the most affected populations. Nevertheless, interviewees recognize that the Spotlight Initiative contributes to the progress of the fight against VAWG in the country, has shown a high degree of commitment to this theme, and has adapted to support it.

**Key Findings**

- Both the national and provincial governments show great commitment to the elimination of VAWG and femicide and to the implementation of the Spotlight Initiative.
- The RUNOs also show an effective commitment, which is manifested in the adaptation of their internal processes and the provision of additional resources, among other commitments.
- The European Union Delegation presents itself as an implementing partner rather than just a donor. This helps to advance the design and implementation of the Spotlight Initiative in the country. They advocated for including Argentina in the Spotlight Initiative, were very involved in the design phase, actively participate in the Spotlight Initiative, in decision making and in the follow-up of activities.
- Many efforts have been made to include CSOs, but challenges remain in terms of CSO capacity to respond to the administrative and management requirements of the RUNOs. The heterogeneity in terms of the issues addressed by CSOs, ways of working, availability of human resources, technical and administrative-financial capacity present challenges for collaboration.

<p><b>5A. Have all relevant circumstances and risks been taken into account to update the intervention logic?</b></p> <p><b>5B. Also in the context of Covid-19?</b></p>	<p><input checked="" type="checkbox"/> Very good - Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> serious deficiencies</p>
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The Spotlight Initiative in Argentina faced many challenges in implementing due to the programme's complexity. The risk management section of the country programme document lists 10 potential risks and their mitigation plan. While most of the risks were previously considered, in some cases the implementation of the Spotlight Initiative was equally affected by these challenges. The risks considered in the mitigation plan were: (1) difficulty in implementing prevention actions due to opposition to advances in sexual and reproductive rights, (2) delays in the implementation of the Programme due to its high complexity, arising from the participation of multiple actors; (3) difficulties in making counterpart funds available in a timely manner; (4) difficulties in accessing information and communication technologies in some regions of the selected provinces; (5) changes in government and technical teams as a result of the electoral process held in 2019; (6) a recession cycle and a process of reduction of public spending in an inflationary environment; (7) institutional fragmentation and differentiated capacities of organizations and agencies (federal organization); (8) scarce, fragmented and outdated information; (9) complex relationship between the State and CSOs in some specific contexts; and (10) weakness of civil society in certain provincial contexts and/or in promoting the rights of women facing multiple forms of discrimination. The most important risks that affected the Spotlight Initiative and how they were addressed are elaborated below.

### **Complexity of the programme and its multiplicity of actors.**

The coordination unit was a key actor at the operational level, organizing and coordinating all the actors and ensuring that major bottlenecks and overlaps did not slow implementation. At the political-strategic level, this role corresponds to the RCO. The coordination of the agencies and the harmonization of their administrative processes took time and delayed the implementation of several activities. A visible problem continues to be the relationship with and training of CSOs. This point is developed in detail in the last paragraphs of question 7.

### **Difficulties in accessing information and communication technologies in some regions of the selected provinces.**

Some of the geographic areas prioritized by Spotlight Initiative in the programme design did not have good internet connectivity. While strategies were designed to reach these populations, the COVID-19 pandemic left these populations even more isolated. In due course, new strategies were created to address this, such as the purchase of equipment, the collective use of devices for remote training, and funding for the purchase of cell phone credit. Since mid-March 2020, all activities have been virtual. Only a few specific actions in Salta and Jujuy were carried out in person.

### **Changes in government and technical teams as a result of the 2019 electoral process.**

The change of government and political colour was a point that affected the implementation of the Initiative. Although the annual rescheduling was contemplated, it had to be postponed to 2020 given that, as a result of the elections, it was necessary to wait for the swearing in of the new government before negotiations could begin. Although there had been previous dialogues, the arrival of a new administration, the change of approach and the new institutional framework that the current administration gave to the issue, all resulted in challenges. Both at the national level and in the prioritized provinces, many of the areas in which actions were to be coordinated were in fact created without an existing base to work from, which subsequently resulted in administrative delays and new programmatic planning. Given the characteristics of the programme and the process involved in redefining the guidelines for joint work with a new government, these delays were to be expected.

### **COVID-19 pandemic**

As a result of the COVID-19 pandemic and its consequent impact on Spotlight Initiative activities in the country, a replanning process was undertaken to cope with the mobility restrictions imposed by the social, preventive and compulsory isolation measures (ASPO). All activities had to be converted to a virtual format.

Other programmes had to be stopped and adjusted accordingly, as is the case for the prevalence survey. At the time of the ASPO decree, the pilot test had been implemented, but given the isolation measures, field work could not begin until February 2021. In this case, the actions were rescheduled considering the adjustment of the questionnaires to the pandemic. At the end of 2020, with the easing of traffic restrictions, a new pilot test could be carried out with the changes made to the questionnaire and in 2021 it is planned to conduct the survey in the eight provinces, as originally planned.

Activities implemented to mitigate the effects of the COVID-19 pandemic included support for the 144 hotline for assistance to people in situations of violence (at the national level and in the Province of Buenos Aires) and for assistance centres in Salta and Jujuy through the acquisition of equipment in response to hiring of additional operators due to an increase in the demand for services and difficulties in transporting people to urban centres where these services are provided.

Grants in pillars 3 and 4 were aimed at working within the framework of COVID and strengthening actions at the community level with organizations working at the local level. In addition, support was provided for campaigns to disseminate services at the national and local levels.

Work was also done on adapting existing materials, incorporating the measures recently adopted by the Ministry of Women, Gender and Sexual Diversity Policies (MMGyD) and other public agencies to publicize the available options to receive services, including developing materials and courses in an online format. Self-administered or virtual courses were created. These materials were disseminated to unions, teachers, chambers or companies, among other channels, who also implemented awareness-raising actions from the unions, chambers and companies to promote knowledge and use of the available support services. Virtual courses were also developed for teachers on CSE and prevention of GBV, for teams that work with adolescent boys, for teams that work or want to work with men who practice GBV in the PBA, and for the general public. Pilar 3 has even created a specific platform.<sup>7</sup>

Support was provided to the MMGyD of the Province of Buenos Aires for the creation and implementation of a hotline and psychological support for men who are or have been victims of gender-based violence "Let's Talk Line", and funding was provided for CSO projects aimed at providing assistance at local level to women and non-binary gender identities in situations of gender-based violence within the framework of COVID-19.

**Key Findings**

- The Spotlight Initiative in Argentina faced many challenges that were anticipated in the risk management section of the country programme document. While most of the risks were previously considered, in some cases the implementation of the Spotlight Initiative was equally affected by these challenges.
- The work of the Spotlight Initiative team as a whole was instrumental in providing an effective response to COVID-19 from the Spotlight Initiative standpoint.

<b>6. Are the indicators to measure results well defined and relevant to measure the achievement of the objectives?</b>	<input type="checkbox"/> Very good - Good
	<input checked="" type="checkbox"/> Problems
	<input type="checkbox"/> serious deficiencies

**Development of the Theory of Programme Change (ToC)**

The design of a comprehensive response to VAWG implies a change in culture, education, access to services and justice. In this sense, the Theory of Change (ToC) developed by the Spotlight Initiative is relevant and appropriate, covering a multi-causal problem with a comprehensive approach, taking into account the reality of Argentina. The matrix proposed by the Secretariat involves working on 6 pillars. However, in the case of Argentina, pillars 1 and 2 have not had their greatest challenges identified. Worth noting is that in these areas the country starts from a high baseline, which builds on abroad legislative framework on the subject and a strong institutional framework. The ToC has some innovative components such as primary prevention of violence, which is considered the central point for achieving the main objective of preventing violence and avoiding femicides, even though its results are visible in the long term. The inclusion of activities with the ILO, to include activities in the employment sector, was another

<sup>7</sup><https://www.campusvirtualunfpa.com.ar/>

innovative point. As well as the activities around working with masculinities. Pillar 5 with many activities aimed at generating data. As well as Pillar 6, which favours the generation of links and capacities among CSOs. Both are central needs in Argentina for the advancement of an agenda for the elimination of violence against women.

An important point is that the Initiative, although it has actions at the national level, concentrates its activities at the subnational level in three prioritized provinces out of a total of 24 provinces that make up the national territory. A challenge that has been mentioned several times is how to include other provinces. On the one hand, because including more provinces reduces the budget allocated to the provinces that currently participate, and on the other hand, because it takes time to implement a similar programme in a new province. A good option could be to promote specific actions in other provinces or to expand the successful actions that are being carried out in the current provinces.

### **Development of indicators**

In relation to the indicators, it is observed that they are designed for global and regional reporting, which, in the case of Argentina, does not always help to show effective progress towards meeting the goals. Many indicators reflect the reality of the country, but not the progress that has been made as a result of the Spotlight Initiative interventions or its challenges. For example, in the case of the existing legislative framework, the country has a robust legal matrix so, unless there are setbacks, this indicator will always appear as positive. As mentioned in the limitations, for the present analysis we only have information on indicator targets achieved by 2019. Some of these indicators (mainly in Pillar 1) show Argentina's situation with respect to VAWG, but not so much with respect to the progress of the Spotlight programme.

The country has identified additional indicators (on top of those included in the global programme) to monitor progress on some specific actions. However, this information is not reflected at the global level, as the indicators are not included in the global monitoring matrix. In Argentina, important work has been done in the labour sector, including work with unions and the business sector, yet there are no specific indicators that reflect these interventions, these are instead considered as actions that contribute to some established indicators. Several informants stated in the interviews that given the importance of this sector it would be convenient to be able to reflect this work in a more specific way and not as part of other indicators.

### **Key Findings**

- The Theory of Change (ToC) developed by the Spotlight Initiative is relevant and appropriate, covering a multi-causal problem with a comprehensive approach, taking into account the reality of Argentina.
- One challenge is how to reach all the provinces of the country. At the moment, the actions are concentrated in 3 of 24 provinces.
- Indicators do not always help to show actual progress toward meeting goals. Many indicators reflect the reality of the country, but not the progress that has been made as a result of Spotlight Initiative interventions nor the challenges the Programme faces.

### **Recommendations**

- Specifically for Pillar 1, consider the revision of indicators to better measure the degree of implementation and possible setbacks in the legislative framework.

**Additional questions: Are programmes aligned with the 2030 SDGs agenda?** Is the action adapted to the present institutional, human, financial capacities of the partner government and/or other key stakeholder(s)?

The Initiative is aligned with the Sustainable Development Goals (SDGs) agenda for 2030, particularly with SDGs 4, 5, 10, 11, 16, 17 and 8. In relation to SDG 4, it includes interventions related to planned training to reinforce the Comprehensive Sexual Education Programme. The actions to contribute to the National Plan Against Violence and strengthen institutional capacities in this area contribute to SDG 5, and those related to the promotion and development of activities to disseminate the agenda with a gender perspective contribute to SDG 10. In addition, SDG 11 is contributed to with interventions aimed at improving the mechanisms for access to justice with training and the generation of networks for the inclusion of the gender perspective in this power. Finally, contribution to SDGs 16 and 17 is achieved by supporting the generation and availability of VAWG data. As of 2020, with the establishment of the Integrated System of Gender-Based Violence Cases (SICVG), the Spotlight Initiative is renewing its support for the need to create an integrated database to improve the quality of information for evidence-based decision making.

## C. EFFICIENCY

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

Very good - Good

Problems

serious deficiencies

The Spotlight Initiative is employing the implementation mechanisms defined by the UN reform process. Question 2 presents a brief description of these mechanisms. RUNOs are responsible for the implementation of the activities defined in the work plan under the pillar for which they are leaders and those that contribute to implementation (see question 1). RUNOs execute activities through implementing partners (generally civil society organizations, academia), through hiring independent consultants, and through the purchase of supplies and equipment. The RUNOs have programmatic and financial accountability for the funds transferred to them by the Spotlight Initiative, according to the Memorandum of Understanding that has been signed between the Spotlight Initiative at the global level and the headquarters of each RUNO<sup>8</sup>.

The interviewees stated that the uniqueness of being an Interagency Programme generated some difficulties in the different agencies for the implementation of the initial actions. The capacity and speed to respond to these difficulties was different among the RUNOs. The mandates, internal requirements, procedures and capacity of each agency constitute some of the main challenges to achieve the integration of the agencies' work. In many cases, despite the fact that agency teams promote joint work, this is difficult because the internal requirements of each agency do not allow it. At this point, counterparts working with more than one agency often have to follow completely different processes for working with each one. In turn, these requirements come from headquarters, so local agencies do not have the capacity to modify them.

In terms of number of contracts, based on the analysis of 75 procurement processes carried out by the country's CU, it was observed that, on average, the processes reach amounts of around \$23,635. This indicates that a large number of contracting processes are required for the execution of the funds assigned to the different pillars. Considering the average award value of these processes, and considering the total funds for this first phase, Spotlight Initiative would overall be required to carry out around 230 processes through four RUNO agencies. In addition, delays are observed mainly in two stages of the contracting processes: 1) the exchange with counterparts to agree on the guidelines and terms of the calls for proposals and 2) the procurement process, as shown in the report of the process report that has been prepared since June 2020.

In some cases, the internal rules of the RUNO conflict with the requirements or logic of the Spotlight Initiative, even though in some cases delays are due to specific circumstances, such as the non-receipt of proposals following publication of the call for proposals. To reduce time and avoid delays in execution, some actions have been carried out, which are outlined in the acceleration plan for the first phase presented by the country. These include agreements with the procurement areas of some agencies to achieve a detailed plan with established dates (UNFPA, UNDP and ILO). In the case of UN WOMEN, a person was hired to strengthen the procurement team, whose activity is focused on Spotlight. Finally, the Coordination Unit carries out a monthly follow-up and generates warnings when the stages of exchange

<sup>8</sup> Country Programme Document Argentina. Spotlight Initiative. November 2018

with counterparts extend beyond the established deadlines and/or the procurement process exceeds 30 days without resolution.

**Key Findings**

- It is noted that closer collaboration among UN organizations leads to greater efficiency. However, the interagency nature of the initiative is a persisting challenge.
- Budget execution takes place through many small contracts, which involves a large number of interagency processes and leads to delays.
- The longest delays are observed in the exchange with counterparts to agree on guidelines and terms of the calls for proposals.

**Recommendations**

- During the preparation of the Phase 2 plan, to reduce the administrative burden of procurements for small financial amounts, assess the relevance of joint procurements to cover multi-pillar or longer-term activities.
- Assess the relevance of reducing the time it takes to conduct exchanges between counterparts before terms of reference can be drawn up. This would allow more time for the implementation of interventions.

<p><b>8. Do partner government and other partners in the country effectively steer the action? (Please consider Government, CSO and EU Delegation)</b></p>	<input checked="" type="checkbox"/> Very good - Good
	Problems
	<input type="checkbox"/> serious deficiencies

**Government**

The government leads the action effectively, and in accordance with the responsibilities established in the country programme document. The participation of government representatives, both national and provincial ones, has been fundamental both in the design and during the implementation of the Programme in the country. They have actively participated in the design process of the action plan, which has been adjusted with the arrival of new authorities at all levels of government. Different projects were and are being carried out in partnership with the government. Likewise, they actively participate in decision-making on the design, implementation and prioritization of the Spotlight Initiative's lines of action, as could be seen both in the definition of lines to be addressed according to the government's priorities and with the adaptation of the Spotlight Initiative to the situation generated by the COVID-19 pandemic.

At the national level, as part of the Communication Committee, they have participated in the design of different communication campaigns for the prevention of VAWG. The Province of Buenos Aires has planned lines of work with masculinities, as in the case of the hotline for men who exercise or exercised gender-based violence, and Salta and Jujuy have worked to support the centres for women in situations of violence, to mention a few examples. The national government also co-chairs the Spotlight Initiative National Steering Committee (NSC) and the provincial governments are also represented on it. In that sense, 60 percent of the survey participants have expressed that the government's contributions in the framework of the steering committee are relevant. Likewise, the national government is part of the

monitoring committee and the communication committee, as mentioned above, with the Director of Institutional Relations of the MMGyD being the focal point of the Spotlight Initiative.

### Civil Society Organizations

In the case of civil society, one of the guidelines of the Spotlight Initiative emphasizes giving them a central role by promoting their participation in the co-design of programmes, guiding and advising on implementation, ensuring that they are represented in the governance mechanisms of the Spotlight Initiative and are implementing partners, with the objective of changing the balance of power. Although the Spotlight Initiative is making an effort to meet this objective, differences in the capacities of CSOs are observed, resulting in a lower capacity to influence the implementation of the Spotlight Initiative.

As will be developed in question 10, CSOs are incorporated into the Spotlight Initiative's governance mechanisms through the participation of the CSRG in the Steering and Monitoring Committees. In addition, the CSRG has follow-up meetings with the RUNOs and the CU. However, there is still room to enhance its role in guiding the work of the Spotlight Initiative and participating in the co-design of programme activities. The CSRG interviewees mentioned the need to identify assumptions on civil society participation and on issues where they felt they could make contributions.

*"Within the Spotlight Initiative programme, we have managed to be heard in a process that began in 2018 in various meetings with suggestions and requests, with a lot of perseverance and insistence we managed to advance to a validation role. That is, after formulating an activity or line of action to be implemented, we are consulted if we have something to say about it, to see if it can be incorporated or added already at the end of the process. In this sense, the CSRG seeks to advance in a role of active participation in the design, that is, an active and transformative role, which has not yet been achieved, and would be necessary to adapt the paradigm."* [CSRG key informant]

The Spotlight Initiative has made efforts to involve the CSRG in thematic meetings and the annual planning process. However, there is concern that the Spotlight Initiative selects which projects they want the CSO to participate in, and which ones they do not. In this same interview, it was clarified that the AmigoDatecuenta, SinMochilas campaigns have had the most validating role and have been the most inclusive of all those existing to date, so similar processes could be advanced. This activity stands out for being an activity developed and led by the Spotlight Initiative. The CU refers that it is more difficult to grant the same role when the projects are led by other counterparts.

Like the other Spotlight Initiative articulation mechanisms, this is a relationship that has been shaped throughout the implementation of the Initiative, but it is not yet consolidated. In this sense, the CSRG is asking for a more active role in decision making regarding the design and implementation of the Initiative. Several interviewees agreed on the need to enhance its role, but also mentioned the *trade-off* this generates in terms of execution time and efficiency. Efforts have been made to include the CSRG in the co-design of some programmes, such as participation in the design of communication campaigns. They also participated in the design of the ToR and the selection of the consultant that will carry out a CSRG report on the implementation of the Spotlight Initiative (shadow report). The CSRG also participated in the selection committee for the Small Grants call for projects launched by UN Women in October under Pillar 6.

Regarding the participation of CSOs as implementing partners (IP), it is noted that although the Spotlight Initiative executes 64 percent of the funds committed through CSOs<sup>9</sup>, as mentioned in question five, there

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<sup>9</sup> Acceleration Plan closing phase 1 of the Programme, 10/30/2020. Spotlight Argentina.

are still many organizations that do not have access to funds due to problems of access to calls for proposals and internal capacity to meet their requirements (see more details on this issue in question 10). The need for greater coordination between the CSRG and national and local governments is also mentioned. In this sense, the strengthening of civil society capacities is identified as a need that still exists.

### European Union Delegation

In the case of the Delegation of the European Union (EU), a leading role in the Spotlight Initiative has been identified. The relationship of the Spotlight Initiative with the Delegation of the European Union in Argentina has been consolidated and has played a central role in terms of promoting the visibility of the Initiative, the coherence of exchanges with counterparts and support in the implementation of actions. We mentioned earlier (see question 4) that the EU Delegation has assigned a focal point who is in regular contact with the Programme's CU. In partnership with the EU Delegation in Argentina, exchanges were made with the cooperation areas of some of the EU Member States. In addition, the EU Delegation is represented in the Spotlight Initiative technical and governance committees. The Ambassador, the Head of Cooperation and other relevant staff of the EU Delegation usually participate in the most important activities. The Programme organized joint missions of the EU Delegation and the UN to the provinces and shared information. The EU Ambassador and the RC participated in the national launching and implementation of the Spotlight Initiative in different provinces. They sign joint press releases, jointly carry out political-strategic organizations for the promotion/planning of the Spotlight Initiative, participate together in high visibility events and agree on major work guidelines. They are spokespersons for the Spotlight Initiative in Argentina. In addition, the EU Delegation in the country participates very actively in the planning of the Programme, in communication activities and is a source of reference to discuss different implementation challenges.

Finally, it is worth highlighting the work carried out by the EU Delegation in terms of harmonizing its cooperation so that the programmes do not duplicate each other. In this regard, the agreements with EUROsocial, from where the work for the prevalence survey and the training in the protocol for investigation and litigation of femicides previously supported by that programme was resumed, are particularly relevant examples.

### Key Findings

- The government leads the action effectively, in accordance with the responsibilities established in the country programme document. The participation of government representatives, both national and provincial, has been fundamental both in the design and during the implementation of the Country Programme.
- CSOs contribute to the direction of the Spotlight Initiative through the CSRG. Their role and involvement has been shaped throughout the implementation of the Initiative but is not yet consolidated.
- The European Union Delegation has played a central role in terms of promoting the visibility of the Initiative, ensured the coherence of exchanges with partners and has supported the implementation of actions.

### Recommendations

- Strengthen the functions of the CSRG to play a more active role in the planning, monitoring and follow-up of activities, not only in the activities led by the Spotlight Initiative, but those implemented by all implementing partners. This can be done by further involving CSRG members

in planning and follow-up activities. To do this, it is necessary to redefine the role and functions of the CSRG and also to adjust the implementation timelines so that they can fully participate.

<p><b>9A. If there are delays, how important are they and what are the consequences? What are the reasons for these delays and to what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? BEFORE COVID</b></p> <p><b>9B. What are the consequences of COVID 19? To what extent have appropriate corrective measures been implemented? To what extent has the planning been revised accordingly? AFTER COVID</b></p>	<input type="checkbox"/> Very good - Good <input checked="" type="checkbox"/> Problems <input type="checkbox"/> serious deficiencies
<p>The factors that have led to delays in the implementation of the initiative can be categorized into two groups, factors internal and external to the design and management of the initiative.</p> <p><b>Internal factors</b></p> <p>Initially, a long time elapsed between the formulation process (April - May 2018) and the formal approval and launch of the programme (PRODOC approved in 2018 and launch in early 2019). This resulted in the need to manage the expectations of counterparts at the national and provincial levels, who were expecting an earlier start of the Initiative. The period between the approval of the project document and the launch of the initiative was also used to refine the work plan with partners and define stakeholders.</p> <p>The disparity between the agencies' administrative processes in terms of fund management, time and contracting processes means that counterparts, implementing partners and government have to deal with different ways of managing the same Initiative. In addition, the different contracting modalities and time requirements among the agencies cause delays in the implementation of the Initiative. There has been a major coordination effort to avoid these disparities to the extent possible, however harmonization is challenging as a result of the reliance on global agency headquarters management. Not having common operating funds, and not being able to agree on contracting requirements globally creates inefficiencies. In fact, multi-agency bidding for projects could be done jointly.</p> <p>There is a lack of clear incentives for compliance or non-compliance with the objectives. There is no way to adjust the country strategy against delays in implementation, execution or continuous changes in the coordination of each of the agencies. An example of this was the delays experienced by UN WOMEN in execution, due to the recent installation of its office in the country, and several changes of management. In this case, the lack of mechanisms to adjust the strategy, such as the possibility of reallocating funds between agencies, meant that corrective measures could not be taken.</p> <p>As mentioned in more detail in question 10, the 18% budget cap for management and the requirement for minimum performance for all agencies to obtain additional funds also made implementation problematic. These restrictions are part of the Spotlight Initiative guidance and serve to encourage the RUNOs to work as "one UN". However, and according to the Spotlight Secretariat, RUNO headquarters have agreed to advance funds to the respective country offices for the Spotlight Initiative in case the country office runs out of funds. However, this does not appear to have happened, as the UNFPA country office reported that delayed funding has been a constraint. In the case of the minimum implementation per agency, this acted as a disincentive to implement for UNFPA. The delay in obtaining funds meant that the second stage then had to be implemented in a very short time, making it difficult to achieve quality outputs and requiring extra management effort from agency counterparts.</p>	

The heterogeneity of CSO capacities also constituted a bottleneck in moving forward with the recruitment of implementing partners. To this end, spaces were created for exchange and response to questions related to the submissions to the calls for grants. Similarly, the creation of alliances with organizations with greater capacities and resources was promoted, to implement activities jointly.

All the RUNOs have stated that there is an overload of work at certain times of the year, for example, the planning of Spotlight Initiative activities needs to start in mid-December to be able to present in February/March, but it coincides with the closing of last year's activities.

### External factors

It has been previously mentioned that both the elections in 2019 and the change of government management and political colour in 2020 generated delays in the implementation. On the one hand, the outcome of the elections in August 2019, with a negative result for the previous management slowed down the implementation of the Initiative, whose team composition was finalized in June. The necessary transition between governments took some readjustment time. The creation of new areas at the national and provincial levels meant that it was possible to start re-planning and generating alliances with the new authorities in February 2020.

Since the beginning of March 2020, the national government, in agreement with the provincial governments and different political forces represented in the national Congress, has adopted different measures to address the COVID-19 pandemic declared on March 11 by the WHO, and in the decree of Preventive and Compulsory Social Asylum (ASPO) on March 20, 2020<sup>10</sup>.

According to data from the MMGyD, the daily average of calls for Gender Violence cases since the beginning of the ASPO showed an increase of 68 percent compared to the same period of time prior to the distancing measures.

In this context, the Spotlight Initiative has worked to adapt interventions to the situation, support government measures in this regard, and create new lines of work. According to the COVID-19 Pandemic Support Proposal document, 13 percent of the total funds for programme activities were redirected to contribute to specific actions related to the COVID-19 pandemic (e.g., strengthening hotline and community strategies to prevent and address violence, information dissemination).

Projects that were underway had to be modified to adapt to a virtual format, as was the case for the work on union training, or financial education for native women in Salta, Jujuy and the Province of Buenos Aires, which implied delays. All the trainings were carried out in virtual format. Some were synchronous and others were self-administered courses. In other projects, the execution had to be rescheduled since it was impossible to implement them due to ASPO's measures. This was the case for the prevalence survey, which was adapted during the pandemic to include questions related to experiences of violence in the context of COVID-19 and whose pilot will be implemented during the month of January, depending on the easing of the restrictions on movement.

### Key Findings

- Delays are due both to factors internal to the UN System and to external influences.
- Internally, the differences among the administrative processes of the agencies in terms of fund management, time and contracting processes and a lack of clear incentives for meeting or not

<sup>10</sup> <https://www.argentina.gob.ar/generos/medidas-en-materia-de-genero-y-diversidad-en-el-marco-de-la-emergencia-sanitaria>

meeting the objectives stand out. In the face of delays in budget execution, the CU cannot make global adjustments.

- Externally, faced with the COVID-19 pandemic, a very interesting replanning process was carried out, which was adjusted to the priorities of the situation and the government, creating new activities and adapting others. The adaptation to this context forced the development of all actions virtually, which implied massive use of social networks and communication/training platforms.

**Recommendations**

- Review and analyse the role of the Coordination Unit with a view to identifying mechanisms that would allow it to have a decision-making role on specific issues, e.g., allocation of funds.
- Evaluate the possibility of harmonizing contracting processes among the UN agencies.

<p><b>10A. How effectively is the Initiative managed?</b>  <b>10B. How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate?</b>  <b>10C. How effectively is the Programme managed? Are the National Steering Committees functioning efficiently and in line with Spotlight principles?</b></p>	<p><input checked="" type="checkbox"/> Very good - Good  <input type="checkbox"/> Problems  <input type="checkbox"/> serious deficiencies</p>
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Argentina was one of the first countries in which the Spotlight Initiative was planned and implemented. As a result, especially during the design phase, a very close relationship was established with the Secretariat, with permanent communication and continuous support for the development of the Spotlight Initiative in the country.

At the beginning of the implementation of the Spotlight Initiative, there was no complete definition of the work guidelines at the global level, which caused some setbacks. According to the interviewees, initially the country team advanced on general guidelines and then, once they were specified, the agreements reached had to be modified to coincide with the specifically defined line. For example, in the definition of activities, the country team considered it better to concentrate activities on certain results or products, but at the global level it was decided that it was necessary to move forward with activities in all the pillars.

During implementation, the Secretariat's presence and support has been maintained, but with the inclusion of new countries, logically it has not been as strong as it was at the beginning of the Programme. In this sense, there was a lot of support among countries of the region and is noteworthy the creation of a global WhatsApp group made up of knowledge management focal points, where queries or day-to-day demands on the implementation of the Spotlight Initiative can be channelled, as well as the community of practice that was built among the coordinators at the regional level.

In the interviews with the RUNO staff, the interviewees reported that there is a fluid relationship between the Resident Coordinator and the RUNOs, through the CU, which facilitates effective coordination and collaboration.

The CU is a key player in the management of the Initiative, as mentioned in question 2 and discussed in detail in question 11.

The CSRG has highlighted some limitations to the effective participation of CSOs in the Spotlight Initiative. On the one hand, in the calls for CSOs, it mentioned the digital gaps, which left out many organizations with very limited resources in this regard. On the other hand, it stresses the need to extend the deadlines for submitting proposals. While giving a feedback to each of the organizations not selected on the reasons

may be a task that exceeds the resources and personnel available to the Spotlight Initiative, it would be interesting to be able to evaluate the main failures of CSOs when submitting calls for proposals to strengthen capacities in the actions under Pillar 6. In addition, emphasis was placed on the need for budgetary resources allocated to the CSRG to support the development of its functions and execution of the work plan. Finally, emphasis was placed on the need to generate instances of articulation between government teams and the CSRG at the provincial level to strengthen the work.

The Steering Committee is made up of high-level authorities, including the Ambassador of the European Union, the Resident Coordinator, the National Minister of Women, Gender and Diversity, Governors or highest authorities on the issue from the three provinces, representatives of the CSRG, specialists from the RUNO agencies, and the Coordination Unit. This is the space where guidelines are established, and the designed actions are approved. In the minutes reviewed, the participation of all the actors and an evolution in the comments and products of the meetings over time can be seen. It was mentioned by the specialists of the UN agencies that the agreements of these meetings serve to review and adjust the work being carried out. In addition, 86 percent of respondents rated the work of the steering committee as very good or excellent.

On a day-to-day basis, it is the operational work of the CU, with the support of the follow-up committee for specific issues and its interactions with the agencies and governments, that allows the project's dynamics to move forward. The Monitoring Committee is made up of more technical and/or political representatives of all the actors involved, which makes it possible to work in a more operative way on the agreements resulting from the Steering Committee meetings.

### Key Findings

- The National Steering Committee and the Monitoring Committee are functioning effectively. The interviewees confirm that these committees are necessary to ensure the implementation and follow-up of the Initiative.
- The Coordination Unit was mentioned in all cases as a key to the successful development of the Spotlight Initiative in Argentina. There is, however, a challenge in the intervention capacity it has in terms of its role. In this sense, there is little clarity about the limits of agency governance in relation to inter-agency work. The RCO/CU does not have the capacity to provide positive or negative incentives to the agencies in the face of progress or delays, rather it can merely propose suggestions.
- Although they are included in the governance mechanisms, there is a need for greater involvement of the CSRG so that they can have a more effective intervention in decision-making.
- The Secretariat closely supports the country team and enables the necessary channels for the country team to receive the support it requires.

### Recommendations

- Review and analyse the role of the Coordination Unit with a view to identifying mechanisms that would allow it to have a decision-making role on specific issues, e.g., allocation of funds.
- Strengthen the functions of the CSRG. Expand mechanisms for CSRG members to learn first-hand what is being implemented in the Spotlight Initiative, particularly implementing partners from civil society. Organize events to inform civil society members interested in supporting VAWG prevention about the knowledge generated by the Spotlight Initiative, build alliances to jointly advocate on VAWG prevention issues. Play a more active role in monitoring and following up on the implementation of the Spotlight Initiative.

<p><b>11. Are the chosen implementation and coordination mechanisms (a “new way of working”, in line with UN Reform) contributing to greater efficiency?</b></p>	<input checked="" type="checkbox"/> Very good - Good <input type="checkbox"/> Problems <input type="checkbox"/> serious deficiencies
<p><b>A new way of working</b></p> <p>The implementation of the new way of working of the UN agencies presented a great challenge. Nevertheless, it was described as beneficial by interview participants, both internal and external to the UN system. In the online survey, respondents who answered the corresponding question indicated that they either somewhat agreed (18 percent) or strongly agreed (82 percent) that closer collaboration among UN organizations leads to greater efficiency. The governance structure is perceived as a positive way of working that provides formal instances of exchange, not only within agencies, but also between agencies with CSOs, government and the European Union Delegation. Coordination between agencies is good, in most cases they are seen as "one", which benefits government actors and IPs who do not have to coordinate with the different agencies separately.</p> <p>Even though in all instances joint work is also perceived as a challenge, informants did not mention significant duplication in the work of the agencies. In 91 percent of cases, respondents mentioned that the mandates of UN country teams are respected. It was highlighted in the interviews that this is largely due to the definition of roles in the Programme document (ProDoc) and that funds were not distributed until responsibilities were well assigned. However, many times the agencies' dominance on certain pillars or the definition of work based on indicators results in less flexibility to integrate lines of work between pillars.</p> <p>It was also a challenge for the counterparts to understand which agency is responsible for each activity, line of work and action. For this, the role of coordination has been key, given that, by being in constant communication with the counterparts, they can make the pertinent clarifications.</p> <p><b>Coordination</b></p> <p>The CU was mentioned by the interviewees as a key factor in the successful development of the Spotlight Initiative in Argentina. Its role was very important in the beginning to help the agencies to join a cooperation system that many times was counterintuitive for them, due to the differences in the work within the agencies. It took time to understand how to articulate and share information, and months ago a point of efficiency was reached on this issue. The interviewees highlighted the good communication that exists between the CU and the main actors and emphasized the importance of maintaining this Unit, among others, because of the important role it plays in facilitating coordination and communication between all parties. On the other hand, it is central to point out duplications in the work of the agencies. Ninety-one percent of respondents to the respective question in the online survey expressed that they somewhat agree or strongly agree that the Spotlight Team (Coordination Unit, as well as the M&amp;E and/or Communication Officer) contributes to coordination and collaboration among all stakeholders.</p>	

The recent establishment of the UN WOMEN Office in Argentina<sup>11</sup> was also a challenge given that the team was still being formed, as were the administrative processes. This was compounded by the change of management within the agency, which was detrimental to the proper implementation of several pillars and generated inefficiencies in execution during 2019, during which year only the mapping of CSOs was carried out. This was reversed in 2020, whereby the end of 2020 Pillar 6 led by UN WOMEN has executed 84 percent of the allocated funds.

There is, however, a challenge in RCO's ability to intervene in its coordinating role in the Spotlight Initiative. RCO, in its coordinating role, does not have the ability to provide positive or negative incentives to agencies when presented with progress or delays.

On the other hand, from a budgetary standpoint, the 70 percent first disbursement funds execution requirement for all agencies before they can obtain new disbursements, and the 18 percent budget ceiling for administrative expenses both present major challenges for the management of the Spotlight Initiative in the country.

In Argentina, the application of the 70 percent execution criterion for all agencies to obtain new disbursements limited the execution capacity of some agencies that had already executed or committed their budget. This created difficulties due to the lack of funds and the inability to obtain advances from headquarters despite their commitment to provide them (see question 9). This meant that having been a "good executor" did not have benefits, but generated bottlenecks in the operation.

On the other hand, with the second phase ahead, there is an additional challenge. With the budget allocated to the second phase, which is about 30 percent of the total Spotlight Initiative budget in the country, coupled with the 18 percent restriction on administrative expenses, it will not be possible to continue with all the existing contracts in the agencies (one specialist and one assistant per agency) and in the CU.

### Key Findings

- Closer collaboration among UN organizations leads to greater efficiency. However, the interagency nature of the initiative is a constant challenge.
- There is no significant duplication in the work of the agencies.
- From a budgetary standpoint, the 70 percent execution requirement for all agencies for new disbursements and the 18 percent budget ceiling for administrative expenses present major challenges for the management of the Spotlight Initiative in the country.

### Recommendations

- Continue with the monthly consolidation of information on the progress of the processes and generate alarm signals when the stages of exchange with counterparties are extended beyond the foreseen deadlines and/or the procurement process exceeds 30 days without resolution.
- For the Spotlight Secretariat, review with the EU the application of the 18 percent cap for administrative expenses and the 70 percent minimum execution requirement for all agencies to trigger new disbursements.

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<sup>11</sup> In October 2018 the Executive Director inaugurates the offices, which is operationally inaugurated in 2019 with the first UN Women representative in Argentina. Additionally, in January 2020 the first IS specialist for UN Women resigned and was replaced in April 2020.

**Additional questions: Is the budget sufficient and to what extent are other resources not financed by the EU made available?**

The budget is sufficient for the actions planned based on the resources available. The design of the Initiative was based on the funds that would be available, which is why it was decided to prioritize intervention in some provinces of Argentina's extensive territory and focus on three of the twenty-four provinces that make up the country. Criteria used for this targeting are presented in the introduction. However, this decision limits territorial coverage. For example, in Pillar 4 of services, a Federal Argentina territory with very disparate access to services, which in turn are decentralized, would require a larger budget to work in a transformative way. The current strategy aims to generate content that can then be downloaded at the federal level, through the federal council or specific programmes that reach the provinces.

The evaluation team analysed the execution of the budget allocated and executed by the agencies as of September 30, 2020.

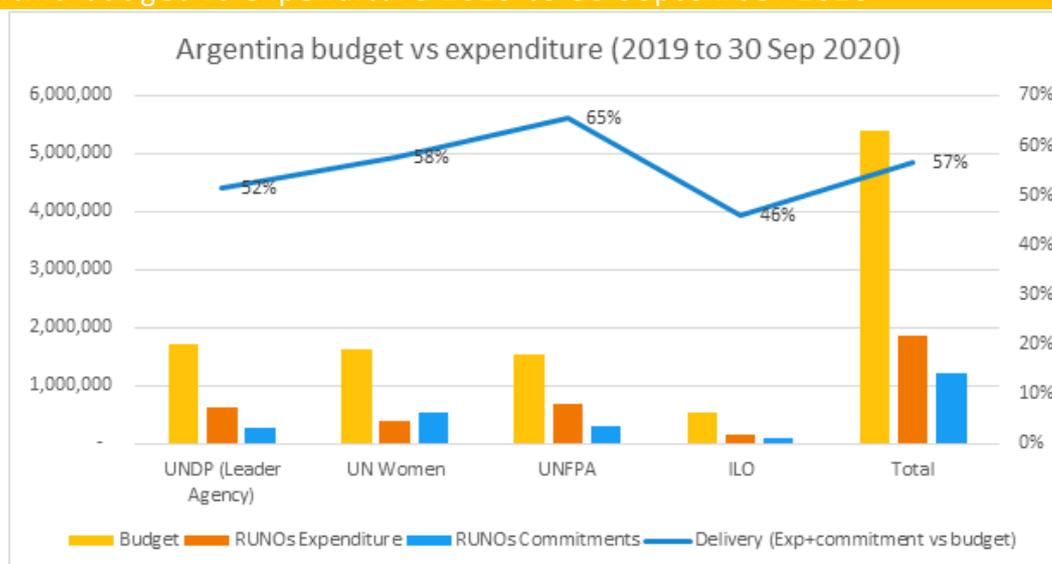
**Table 3. Budget execution by RUNO as of September 30, 2020**

Argentina	Budget (USD)	RUNOs Expenditure	RUNOs Commitments	Delivery (Exp+commitment vs budget)
UNDP	1,729,421	617,280	273,814	52%
UN Women	1,619,550	392,965	539,204	58%
UNFPA	1,526,201	685,671	313,284	65%
ILO	524,828	153,338	87,578	46%
<b>Total</b>	<b>5,400,000</b>	<b>1,849,254</b>	<b>1,213,880</b>	<b>57%</b>

Source: own elaboration with data provided by the Spotlight Initiative Secretariat as of 09/30/2020.

As of this date, budget execution (executed and committed expenditures) by agency ranges from 46 to 65 percent and 57 percent for the entire programme (Figure 1). Each RUNO reports expenditures through the Multi Partner Trust Fund (MPTF) gateway and expenditures are reported in the United Nations Development Group (UNDG) budget lines. Expenditure data by outcome, output or activity were not shared with the evaluation team during data collection.

**Argentina budget vs expenditure 2019 to 30 September 2020**



Source: own elaboration with data provided by the Spotlight Initiative Secretariat as of 09/30/2020.

This execution rate may be due to various factors and bottlenecks detailed below. However, it is important to note the devaluations and the inflationary context Argentina is facing, which hinders the proper execution of funds. On the one hand, because contracts in the country are executed in pesos, which means that there is a greater availability of resources to be executed. On the other hand, because many times these additional resources cannot be executed due to lack of time or human resources.

All agencies contribute additional funds. One of the ways of providing additional funds is through alliances with other organizations, as is the case of the funds provided by the Belgian Embassy to the Spotlight Initiative for training journalists. On the other hand, all the agencies make available in-kind resources either at the local or regional level, providing technical or management support to the Spotlight Initiative activities that each one develops. For example, within the framework of the work associated with Convention 190, activities were organized with teams of specialists from Geneva and Lima. In addition, regional teams reviewed governance standards and protocols and made suggestions. Other in-kind funds have been provided, for example, donations from Clarín for space to disseminate campaigns or from Disney/Fox for the same purpose.

### **Key Findings**

- As of September 2020, the financial execution of the Programme was 57 percent. Despite this, a series of strategic lines of work and activities have been implemented, some of which merit continuity in the second phase.

## D. EFFECTIVENESS

<p><b>12. Is the progress of each output conforming to the workplan approved by OSC? Is the quality of outputs satisfactory? Are the outputs still likely to lead to the expected outcomes?</b></p>	<input checked="" type="checkbox"/> Very good - Good
	<input type="checkbox"/> Problems
	<input type="checkbox"/> serious deficiencies

The Spotlight Initiative in Argentina has implemented interventions in the six pillars included in the overall programmatic framework. By the end of 2020, the Programme had advanced in the implementation of activities to generate the expected outputs, although it has been necessary to make some adjustments to adapt the implementation due to the national context and other external factors that caused some delays. The COVID-19 pandemic support programme required the reorientation of some activities and budget, among others, strengthening telephone assistance and community strategies to prevent and address violence against women and girls, information dissemination (see question 9). Ultimately, forcing all programme activities to be carried out virtually. In October 2020, an acceleration plan was presented that aims to achieve 100 percent execution of funds (with commitment) by March 31, 2021 and 100 percent actual execution of funds from the first phase by June 30, 2021.

The table below summarizes the main achievements by result in the first and second year of execution. In addition, priority actions to be addressed in the second phase are identified.

**Table 4. Key achievements and obstacles per outcome**

Pillars	Key achievements in Phase I	Issues arising / obstacles to address in Phase II
<b>Outcome 1</b>	<p>Capacity-building in the Legislative Branch: training</p> <ul style="list-style-type: none"> <li>Strengthened the capacities of the staff of the National Legislative Branch and in the Province of Salta, to carry out legislation with a gender perspective and on gender violence and femicide, gender mainstreaming and development of a parliamentary agenda with a gender perspective.</li> </ul> <p>Monitoring and Promotion of Legislation on Violence and Harassment in the Workplace (C.190 and R. 206)</p> <ul style="list-style-type: none"> <li>The project to ratify the C.190 was approved by the National Congress on November 11, 2020 and was crystallized in Law 27.580. Furthermore, on February 23, 2021, the Argentine government deposited the instrument of ratification with the ILO. The Spotlight Initiative contributed to raising the profile of the issue on the public agenda by organizing and/or participating in more than 50 activities on the C.190, reaching 5,000 people from trade union, business, executive, legislative and judicial branches, at the national and provincial levels. Progress was also made on a preliminary study on the challenges of implementing the C.190 in Argentina and on sectoral diagnoses (health and electric power). Finally, technical comments were provided on preliminary regulatory instruments prepared by the Province of Jujuy, the Province of Buenos Aires and the Province of Santa Fe and the exchange of experiences among provinces was promoted. The launching of the Inter-ministerial Round Table and the Action Plan for the application of the C.190 launched in December 2020 was supported.</li> </ul> <p>Capacity building in the Legislative Branch: studies</p>	<p>Phase 2:</p> <ul style="list-style-type: none"> <li>Use analysis of the studies conducted to promote adjustments to the regulatory framework when appropriate.</li> <li>Make use of materials and modules produced for courses as input for course replication.</li> <li>Continue training work in the employment sector within the framework of the 190th agreement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluation of the Brisa Law on economic reparations for children and adolescents who are victims of family or gender violence.</li> <li>• Comments and recommendations to the Draft Protocol of Action in Cases of Gender Violence in the Workplace for the Provincial Public Administration, Province of Buenos Aires.</li> <li>• Revised bill to prevent and punish gender violence in the public administration of Jujuy.</li> </ul>	
<p><b>Outcome 2</b></p>	<p>As part of the COVID-19 Response Plan, the national and PBA hotlines (144) were reinforced through the donation of equipment.</p> <p>Strengthening with equipment the gender areas and care services of the Polo Integral de Mujeres in Salta; the Provincial Council for Women and Gender Equality of Jujuy and also the Integral Care Centres and the Observatory; the care, follow-up and case systematization teams and the communication and training areas of the Ministry of Women, Gender and Diversity of the Nation and the Ministry of Women, Gender Policies and Sexual Diversity of the Province of Buenos Aires.</p> <p>Support for the strengthening of collaboration spaces. Among others, in the PBA, the strengthening of local roundtables and different inter-institutional spaces that contribute to the direction, coordination and follow-up of the implementation of national and provincial strategies for the elimination of VAWG.</p> <p>Sharing of experiences on gender budgeting.</p>	<p>Measuring the impact of the policies that were developed in the wake of COVID-19 can provide valuable information for assessing the management of the pandemic in relation to VAWC in the country.</p> <p>Support for strengthening the functioning of institutional coordination mechanisms started late in 2020. These processes take time, require establishing consensus on the objectives and functioning of these mechanisms, putting them in place and accompanying their functioning over a period of time. This should also include capacity building to monitor the implementation of action plans for the elimination of violence against women at both national and provincial levels. It is possible that these processes may not be adequately concluded during the first phase, so it will be necessary to consider continuing this support in Phase 2.</p> <p>Phase 2: Development and dissemination of methodologies for gender budget analysis. Promote the implementation of these analyses at national and provincial level.</p>
<p><b>Outcome 3</b></p>	<p>Workshops, seminars, meetings for adolescents and young people on Comprehensive Sexual Education (CSE), violence and gender equality in formal and non-formal education spaces, both at national level and in the provinces of Salta, Jujuy and PBA.</p> <p>Strengthening capacities for the implementation of CSE, prevention of GBV and promotion of gender equality in formal education spaces. Support to the National CSE Programme and provincial programmes in the three focus provinces, National Ministry of Education: updating and reprinting of programme materials, development of materials to work with teachers, students and families. Training for CSE teachers and supervisors.</p> <p>Raising awareness to prevent gender-based violence in the employment and the sports sectors.</p> <ul style="list-style-type: none"> <li>• Agreement signed between Racing Club and the Spotlight Initiative to carry out a Protocol and workshops to prevent GBV.</li> <li>• Development of training materials and toolbox for the prevention of violence in sport</li> <li>• Training plan for the business and trade union sector</li> </ul>	<p>Before the end of the Programme, it would be useful to evaluate whether changes in knowledge, attitudes and practices regarding VAWG prevention have been generated among the beneficiaries of the Programme.</p> <p>For Phase 2, assess whether it would be possible to use the materials produced in the framework of the activities of this pillar, especially if it is considered to extend the implementation of these Spotlight Initiative strategies to other territories.</p>

	<p>Mass awareness-raising and information campaigns, including #theotherepidemic, #genderobituaries and local campaigns. The "AmigoDateCuenta" campaign was shared by 15 million people on Instagram, received 2485 tweets, more than 624 Google searches and Google Trends shows that the terms "masculinity", "gender violence" and "stereotypes" saw an increase in searches in Argentina as a result of the campaign.</p> <p>Formation and strengthening of networks for gender equality and the elimination of violence:</p> <ul style="list-style-type: none"> <li>• A training course for members of organizations working on gender and masculinities was held in Salta.</li> <li>• National survey of experiences of working with men and masculinities in Argentina, with the aim of creating the first federal map of masculinities,</li> <li>• Accompanying the PBA in the formation of municipal and provincial teams that seek to create or consolidate care facilities for men who have experienced or have experienced GBV.</li> <li>• Elaboration of a kit of audio-visual materials on masculinities, aimed at adult stakeholders, to facilitate their pedagogical approach with children, adolescents and young people.</li> </ul> <p>Strengthened media capacities to communicate with a gender perspective.</p> <ul style="list-style-type: none"> <li>• Women media gender editors promote exchanges and good practices.</li> <li>• Self-administered introductory course on gender-sensitive communication now available.</li> <li>• Awareness-raising for advertisers and media representatives to promote non-stereotypical views.</li> </ul> <p>Audio-visual capsules on CSE and GBV prevention developed by and aimed at Deaf adolescents and young women.</p> <p>Accessible booklet and video book on violence against women with mental, intellectual and hearing disabilities.</p> <p>Grants to CSOs to strengthen their role in the prevention of gender-based violence in the context of COVID-19 and in the promotion of prevention actions for populations affected by multiple discrimination, including women and girls with disabilities, young women and migrant girls.</p>	
<p><b>Outcome 4</b></p>	<p>Women in situations of gender-based violence have been assisted, counselled and accompanied.</p> <p>In collaboration with the Ministry of Justice, four roundtables of experts were held to strengthen the response capacities of the lawyers who make up the Corps in the areas of (a) femicides, (b) domestic violence in general and in particular (c) addressing the issue of disability, and (d) violence and sexual abuse against children and adolescents.</p> <p>Mapping of services was carried out at the local level in the 3 provinces.</p> <p>Jujuy: Key government service providers increased their knowledge and capacities to provide services to GBV survivors.</p> <p>A methodology was developed for the detection, recording and systematization of institutional violence. Work was</p>	<p>Continue training for providers of GBV victim assistance services.</p> <p>Deepen the strengthening of mapped service providers at the local level.</p>

	<p>carried out with 15 authorities of the Integral Women's Pole in Salta to promote institutional transformations.</p> <p>Laboratories were developed for the elaboration of a diagnosis and proposal to strengthen services with an intersectional perspective (indigenous women and LGTBI+ people) in Oran.</p> <p>Diploma in Ley Micaela, to strengthen the application of Law No. 27.499 (Ley Micaela) and the design, planning, implementation and evaluation of public policies from a gender perspective in the Province of Jujuy.</p> <p>The Let's Talk Line (MMPGyDS) was launched, targeting men (by referral and/or spontaneous consultation).</p> <p>Support to the Lawyers' Unit for survivors of GBV. Some materials developed were: i) strategies and tools to implement care and self-care policies; ii) theoretical and practical tools for femicide litigation; iii) toolkit for domestic violence litigation; iv) theoretical and practical tools to promote the rights, needs and wishes of GBV survivors with disabilities; v) lessons learned to improve the Unit's service delivery.</p> <p>People from rural and indigenous communities participate in dialogues and plans to strengthen service delivery at the local level.</p> <p>Workshops for trainers of trainers in financial education with a gender perspective and replications of these workshops for indigenous women in Jujuy, Salta and PBA, as a contribution to eliminating some of the gaps that hinder their insertion in the labour market and the possibility of generating their own income.</p> <p>Support was provided for the training of operators of care services at the local level in state-civil society articulation strategies.</p> <p>Grants to CSOs to strengthen their role in promoting access to quality services to address gender-based violence in the context of COVID-19.</p>	
<p><b>Outcome 5</b></p>	<p>The Inter-institutional Roundtable to accompany the development and implementation of the first National Survey on Prevalence and Incidence of VAWG is created and operating. The implementation of the National Survey was suspended due to the COVID-19 pandemic. However, the pilot survey was successfully completed, supervisors and enumerators have been trained, and the survey instrument was adjusted to capture the ASPO situation. The survey is expected to be implemented in 2021.</p>	<p>In this pillar, many outputs are under implementation, but there are no results, which cannot be assessed for progress or quality.</p> <p>Information provided by the survey is key to the generation of information on VAWG in the country. In this sense, it would be interesting to ensure that the National Institute of Statistics and Censuses takes it on, so that it can be updated periodically before the end of the programme.</p>
<p><b>Outcome 6</b></p>	<p>A complete map of CSOs located in the provinces of Buenos Aires, Salta and Jujuy is under preparation. The first product includes general information on 180 CSOs.</p>	<p>In this pillar, many outputs are under implementation, but there are no results to be able to assess the progress or quality of these outputs.</p>

Signed an agreement with RUGE (Network of national universities to work on gender issues) to promote different activities to strengthen the CSO and the women's movement.

Grants awarded to CSOs aimed at strengthening them and building networks.

Elaboration of institutional intervention protocol for GBV in context COVID-19 for neighbourhood organizations.

Trainings and training courses conducted on gender and violence

Support for the strengthening of CSOs is a strategic intervention, especially support for organizations based locally, given their role not only in the prevention of VAWG but also in accompanying victims in the process of reporting and accessing services. This is therefore an activity that needs to be continued in Phase 2.

**Progress in the achievement of the indicators in 2019**

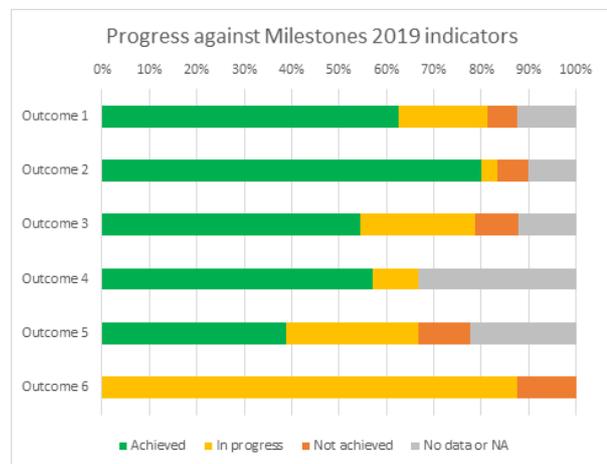
As mentioned in the limitations, the evaluation team only had access to information on the progress of indicators for 2019. We were informed that the Spotlight Initiative country team is currently preparing the 2020 annual report, which will include information on progress of the proposed indicators for 2020.

The evaluation team conducted an analysis of the 2019 results framework with information obtained from SMART through the Spotlight Secretariat. For each indicator, the degree of achievement of the milestones was determined: i) achieved (milestone achieved or surpassed), ii) in progress (milestone >50 per cent), iii) not achieved (milestone <50 per cent), iv) no data / NA (no information reported on that indicator or not applicable as no targets have been defined. See figure 2. Figure 2 was elaborated based on 2019 data reported in the global Spotlight Initiative results framework. As mentioned in question 6, the indicators used and selected by Argentina from this global results framework are not representative of the country's activities and progress, as highlighted in Table 4. This was the first year of implementation which effectively comprised only a few months of implementation, leading to many activities starting late and not reaching completion.

**Figure 2. Progress against milestones 2019 indicators**

In Outcome 1 and 2, more than 60 per cent of the output and outcome indicators included in the programme's outcome matrix have reached the milestones defined for 2019. As mentioned above, this does not only reflect the contribution of the Spotlight Initiative, as it includes indicators for which Argentina has a strong baseline because it has a comprehensive legislative and institutional framework for the elimination of VAWG.

In 2019, the Spotlight Initiative concentrated its efforts on the implementation of activities in outcomes 3 and 4, establishing the basis for lines of work to be developed in the following years.



Source: own elaboration with data provided by the Spotlight Initiative Secretariat.

An important point that can be observed in the table presented in Annex 3, for the indicators that are disaggregated, is that most of the targets proposed to reach the male population are "in progress" or "not achieved", it would be important to prioritize interventions towards this population group in accordance with the ToC. Annex 3 presents a detailed analysis for each indicator.

**Key Findings**

- By the end of 2020, the Programme had made progress in implementing activities to deliver the expected outputs, although some adjustments have been necessary to adapt the implementation due to the national context and other external factors that caused some delays.

**Recommendations**

- See Table 4, column “Issues arising / obstacles to address in Phase II”

<p><b>13. Is the absorption capacity of the Government, implementing partners or RUNOs an obstacle/bottleneck to ensuring that implementation is going according to plan?</b></p>	<input type="checkbox"/> Very good - Good <input checked="" type="checkbox"/> Problems <input type="checkbox"/> serious deficiencies
<p>The national government in Argentina provides a privileged situation for the implementation of a programme such as the Spotlight Initiative, since both government administrations involved have a strong interest in the subject. The design and implementation of the Spotlight Initiative cannot be thought of in isolation from the contributions of this actor. The work of the Spotlight Initiative is based on existing guidelines, such as the Micaela Law, the National Comprehensive Sex Education Programme, and others. With the new administration, the MMGyD was created, which gave greater hierarchy to the issue in relation to the rest of the cabinet. In this sense, the national government is an actor that contributes to and demands certain Spotlight Initiative standards. This is positive when it comes to advancing activities, but it creates some setbacks in terms of differences with a view to the best way to execute certain actions. This was apparent during the creation of the VAWG prevention campaign during the pandemic, which resulted in disagreements regarding the message and whether the dissemination mechanisms had to be reviewed.</p> <p>On the other hand, much of the effort of managing implementation falls on government officials and teams, resources that are not quantified since the government does not receive funds directly, as was jointly agreed upon because of the administrative time this was expected to require in a scenario of elections and, later on, institution building.</p> <p>Similarly, the provincial governments with which Spotlight Initiative coordinates have a strong interest and institutional framework in the issue. In this case, as they have fewer resources, the challenge is more related to the lack of equipment such as means of transport to reach the furthest areas of the provinces, or technological resources through which hotlines can meet the demands.</p> <p>CSOs and implementing partners demonstrate heterogeneous capacities. As mentioned above, one problem is the existing capacities of CSOs, which results in many of them not being eligible for Spotlight Initiative funding. Among those that do work with the Spotlight Initiative, it is observed that activities are implemented as planned, without significant delays. One obstacle observed is that many of the organisations are working with the UN system for the first time, which means that they are often unfamiliar with the processes and feel that too much is demanded of them. For example, the short implementation time and the high reporting requirements for CSOs to fulfil their obligations were mentioned.</p> <p>The RUNOs, in turn, present high levels of bureaucracy, which results in contracting delays. For example, on average, processes take 34 days to be resolved (publication/contract signature), although there were processes that required 90 and up to 119 days. For selected processes, the line and terms of reference</p>	

were approved, but their publication took more than 8 months. In some cases, the absence of clear rules also affects and delays procurement and contracting processes.

### Main Findings

- The commitment of the national government in Argentina creates a privileged situation for the Spotlight Initiative. Both the previous and current administrations have a strong interest in the issues of VAWG and femicide and the design and implementation of the Spotlight Initiative cannot be thought of in isolation from the contributions of this actor. The possibility of jointly planning the second phase will be key to the sustainability of the agenda.
- The heterogeneity of existing capacities in CSOs means that many are unable to have a real participation or impact on the Spotlight Initiative. There is a need to continue strengthening these organizations as essential agents for social oversight and advocacy, as well as their administrative-financial and project management capacities.

### Recommendations

- During the preparation of the second phase, consider focusing efforts on the effective strengthening of the administrative, financial, project management and oversight capacities of CSOs, especially grassroots and local organizations, to consolidate their organizations and increase their capacity for advocacy on the issue

<p><b>14A. Has the Initiative’s implementation and results achievement gone according to workplan approved by OSC?</b></p> <p><b>14B. Are there any obstacles/bottlenecks/outstanding issues on the partners' or government side that are limiting the successful implementation and results achievement of the Initiative?</b></p>	<p><input checked="" type="checkbox"/> Very good - Good</p> <p><input type="checkbox"/> Problems</p> <p><input type="checkbox"/> serious deficiencies</p>
<p>The Spotlight Initiative in Argentina has faced challenges in implementing the programme, which have resulted in delays and adjustments to the approved plan. These can be divided into three categories: socio-economic and political context, limitations associated with the pandemic and restrictions on assembly and mobility, and existing institutional capacities. The initially approved plan and budget have undergone modifications. The Steering Committee approved the last amendment in August 2020. An acceleration plan including some minor modifications was submitted in November 2020. The evaluation team was informed that in February 2021 the annual work plan was submitted with minor adjustments that were presented to the SC, and that in April 2021 the Steering Committee will approve it.</p> <p>With regard to the COVID 19 pandemic and the associated meeting and mobility restrictions, it was essential to reconsider the logic of the activities, most of which were planned to be carried out in person. Readjustments in the implementation format and new interventions proposed to cope with the situation led to delays. In some specific cases, activities had to be suspended because they could not be carried out in that context. Due to the development and evolution of the pandemic, it must be assumed that mobility restrictions will persist to some extent in the short and possibly medium term. This consolidates the need to continue to plan actions taking into account these restrictions, and to periodically assess the need for adjustments in implementation modalities.</p> <p>There were also slow decision-making processes on the part of government authorities, related first to a potential change of management, and then to the change of authorities and the creation of new institutions with new administrative processes.</p>	

### Key Findings

- Although there have been changes to the approved work plan and budget, these have been adequate to meet the challenges arising from the socioeconomic and political contexts and the constraints caused by the COVID-19 pandemic.

## E. SUSTAINABILITY

<p><b>15. Is sufficient capacity being built so that local actors (particularly CSOs, the women’s movement and groups representing women and girls that face intersecting forms of discrimination) will be able to manage the process by the end of the Initiative without continued dependence on international expertise?</b></p>	<input type="checkbox"/> Very good - Good <input checked="" type="checkbox"/> Problems <input type="checkbox"/> serious deficiencies
<p>Spotlight in Argentina is built on an institutional framework for the agenda for the elimination of VAWG that guarantees certain lines of action. The creation of new bodies and institutions, such as the Ministry of Women, also guarantees the sustainability of these lines of work, since they are incorporated into its structure, providing a very promising framework of existing public policies. Working in partnership with different ministries, as well as supporting strategic lines of work, contributes to ensuring this sustainability.</p> <p>In addition, the Spotlight Initiative has generated a lot of materials to follow up on these lines and is working on the creation of new systems to better record and manage available information.</p> <p>However, in an economic context such as Argentina, the availability of state funds in the medium term to continue financing some lines of work could affect the continuation of these actions.</p> <p>The case of Civil Society Organizations is more complex because Argentina, being an upper middle-income country, does not receive significant international funding. This directly affects the capacity of CSOs to sustain their programmes, given that many operate primarily through the involvement of volunteers. This is why it is important to strengthen civil society capacities, including in aspects related to capacity building for the mobilization of financial resources, including project formulation and management.</p> <p>While efforts have been made to strengthen CSO capacities, there are still important gaps, particularly in territorial organizations at the grassroots level or working with groups affected by multiple vulnerabilities.</p> <p>The training needs of actors at both national and provincial government level will persist beyond the implementation period of the Spotlight Initiative. In the first stage, several training courses have been developed, with a view to ensuring that these materials are available online. The same is true for the development of audio-visual material with key concepts to raise awareness on gender and GBV. Materials have also been generated and are available for training of trainers to multiply the reach of the actions. In the second phase of the Programme, it would be advisable to carry out actions aimed at identifying key actors to be the recipients of training, and to ensure the continuity of more strategic training activities at the national and provincial government institutions and CSOs level. Some actions have already been implemented, such as teacher training and the development of virtual training modules.</p>	
<p><b>Key Findings</b></p> <ul style="list-style-type: none"> <li>• There are conditions for sustainability, because of government's commitment, capacity building that is being carried out, and the existence of a strong civil society.</li> <li>• The heterogeneity of existing capacities in CSOs means that many are unable to have a real participation or impact on the Spotlight Initiative. There is a need to continue strengthening these organizations as essential agents for social oversight and advocacy, as well as their administrative-financial and project management capacities.</li> </ul> <p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• We reiterate the recommendation made in question 13: During the preparation of the second phase, consider focusing efforts on the effective strengthening of the administrative-financial,</li> </ul>	

project management and oversight capacities of CSOs, especially grassroots and local organizations, to consolidate them and increase their advocacy capacity on the issue.

**Additional questions: Is the programme identifying and disseminating good practices in the country, between countries?**

The Spotlight Initiative shares good practices in the country considering two types of experiences: Relevant experiences in Argentina, and Innovative/promising Spotlight Initiative practices. The selection of these experiences is related to the purpose of generating knowledge from the implementation process, recording existing knowledge, identifying lessons learned, promoting innovation and building evidence to eliminate VAWG to scale them up nationally or replicate them in other countries.

Good practices include:

- Training materials on masculinities for trainers working with adolescents and youth has been translated into Italian and is used by CSOs in that country, and other countries in Latin America (Ecuador, Costa Rica) have expressed interest in using the material;
- the project to train journalists and work with gender editors has been taken up by Spotlight Initiative at regional level;
- the #amigodatecuenta campaign, whose spots have been used in El Salvador;
- a prevention guide for working with women with intellectual disabilities and the audiobook created for this purpose is of interest for use in Paraguay and El Salvador;
- prevention campaigns such as the #yomeocupo was translated into Turkish and has been disseminated in different countries in the region and the world;
- an agreement is being signed with Escuela+, an educational content channel, to disseminate prevention material and generate pedagogical sheets for work in the classroom and with families;
- the different instruments generated for the management of the Spotlight Initiative have been adopted by other countries at the regional level: governance structure and division of functions, communication protocol and process reporting scheme, among others.

Policy briefs and studies are also available to provide an account of the challenges for the implementation of Convention 190 in Argentina. From the ILO and in the framework of advocacy actions related to Argentina's ratification of Convention 190 and Recommendation 206, systematization and exchange of good practices of employers' and workers' organizations. Experiences of action against gender-based violence in Argentinean football institutions: protocols and instruments to define strategies for action. Financial education with a gender perspective for native women. And the organization of different communication campaigns, among others.

In addition, there is participation in various activities to share experiences with other countries. In this sense, it is mentioned that, although activities with other regions are interesting, the difference in the challenges faced means that they are not always replicable in the region. It is therefore recommended to prioritize these activities with actors from the same region.

## F. KEY FINDINGS AND RECOMMENDATIONS

### 1. PROGRAMME DESIGN:

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

### Main findings:

1. The Spotlight Initiative programme is well aligned with the Spotlight Initiative principles, in particular the principle of leaving no one behind and strengthening the CSO competencies. The Spotlight Initiative includes very promising lines of work such as work aimed at preventing VAWG in sport and/or work sectors; actions aimed at supporting Comprehensive Sexuality Education and promoting adolescent leadership; teaching of trainers in financial education for women affected by multiple discriminations so that they can form and generate networks in their communities; strengthening comprehensive care services; strengthening care teams for victims, family members and witnesses of GBV; strengthening free legal advice and security services; and strengthening the capacity of CSOs in the area of gender-based violence, among others.
2. The design process of the initiative was very participatory, including all stakeholders and with a broad participation of governments, CSOs, the private sector, trade unions and chambers, universities and think tanks, and was essential to design innovative lines of work such as the inclusion of the ILO in the initiative. However, the tight timelines of the initiative sometimes prevent a more participatory process when it comes to incorporating the views of users. The CSRG would also like to see more active participation in decision-making, a practice that is already being carried out by CU.
3. The Spotlight Initiative in Argentina faced many challenges that were anticipated in the risk management section of the country programme document. While most of the risks were considered in advance, in some cases the implementation of the Spotlight Initiative was equally affected by these challenges. The work of the Spotlight Initiative team as a whole was instrumental in providing an effective response to COVID-19 from the Spotlight Initiative.
4. The theory of change developed by the Spotlight Initiative is relevant and appropriate covering a multi-causal problem with a comprehensive approach, taking into account the reality of Argentina . In relation to the indicators, it is observed that they are designed to report at a global and regional level, which, in the case of Argentina, does not always help to show effective progress in the fulfilment of the goals.
5. The low degree of formalization in legal terms and the weak administrative-financial structure of many CSOs continues to be a challenge for accessing IS funding and acting as implementing partners.

### Recommendations:

*To the CU, RUNOs, IPs and NSC*

#### *In Phase 2*

- a) Provide more opportunities for user feedback in the planning of activities. The timelines agreed in Phase 2 should allow sufficient space for these activities.
- b) Focus efforts on effectively strengthening the administrative and management capacities of CSOs and work with them to expand the implementation of interventions in remote territories (in conjunction with state implementers) or to continue reaching the most vulnerable groups, bearing in mind that they are a key pillar to ensure the sustainability of the agenda for the elimination of VAWG.
- c) Continue promising projects with great impact, such as the line aimed at working on prevention in the sport and/or work sectors aimed at supporting Comprehensive Sex Education and promoting adolescent leadership, training of trainers in financial education for women affected by multiple forms of discrimination so that they can form and generate networks in their communities and strengthening comprehensive care services.
- d) Assess the possibility of continuing or including some of the following lines of work during the second phase: Virtualization of awareness-raising and training material, including the dissemination of available instruments and toolboxes to facilitate access and use by a greater number of users, thus facilitating greater coverage of the actions.
- e) Specifically, for Pillar 1, consider including indicators that measure implementation and possible setbacks in the legislative framework.

## 2. GOVERNANCE:

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

### Main findings:

1. Both national and municipal governments show great commitment to the elimination of VAWG and femicide and to the implementation of the Spotlight Initiative. The work of the Spotlight Initiative team as a whole was instrumental in providing an effective response to COVID-19 from the Spotlight Initiative.
2. The Steering Committee and the Monitoring Committee are functioning effectively. The interviewees confirm that these committees are necessary to ensure the implementation and follow-up of the Initiative.
3. The Coordination Unit was mentioned in all cases as a key to the successful development of the Spotlight Initiative in Argentina. There is, however, a challenge in terms of its capacity to intervene in relation to its role. In this sense, there is little clarity about the limits of agency governance in relation to inter-agency work. The RCO/CU does not have the capacity to provide positive or negative incentives to agencies in the face of progress or delays, rather it can merely propose suggestions.

4. The EU Delegation presents itself as an implementing partner rather than just a donor. This helps to advance the design and implementation of the Spotlight Initiative in the country. They advocated for the inclusion of Argentina in the Spotlight Initiative, were very involved in the design phase, actively participate in the Spotlight Initiative, and in decision-making and in the follow-up of activities.
5. Although they are included in the governance mechanisms, there is a need for greater involvement of the CSRG so that they can have a more effective intervention in decision-making.
6. The Secretariat supports the country team and provides the necessary channels for the country team to receive the corresponding support.

**Recommendations:**

*Before Phase 2*

- a) *To CU, CSRG and NSC.* Strengthen the functions of the CSRG. Expand mechanisms for CSRG members to learn first-hand about what is being implemented in the Spotlight Initiative, particularly civil society implementing partners. Organize events to share knowledge generated by the Spotlight Initiative with civil society members interested in supporting VAWG prevention, build alliances for joint advocacy on VAWG prevention issues. Take a more active role in monitoring and following up on the implementation of the Spotlight Initiative.
- b) *To CU/RC/Secretariat.* Review and analyse the role of the Coordination Unit with a view to identifying mechanisms that would allow it to have a decision-making role on some specific issues, e.g., allocation of funds.

### 3. PROGRAMME MANAGEMENT:

- MTA Q2: Are the Initiative's deliverables aligned with the UN agencies' mandate and priorities? Are the right UN agencies involved? Are programmes implemented in line with the UN System reform?
- MTA Q7: Are the chosen implementation mechanisms (incl. choice of implementation modalities, entities and contractual arrangements) adequate for achieving the expected results?
- MTA Q10: How effectively is the Initiative managed? How effectively is the Programme managed? Are the management arrangements for the Initiative at national level adequate and appropriate? [*are staffing levels appropriate?*]
- MTA Q11: Are the chosen implementation and coordination mechanisms (a "new way of working", in line with UN Reform) contributing to greater efficiency?
- *Add Efficiency: Are the resources budgeted for (as well as the resources made available) sufficient for the planned actions (not over or underfunding?) [is the 18% allocated for programme management sufficient]? Is the programme generating additional resources? If so, how much (in % of total budget)*

#### Main findings:

1. The Spotlight Initiative in the country is implemented in line with UN system reforms and the guidelines issued by the Secretariat (with some modifications). The four UN agencies included are relevant given their mandate and expertise. The inclusion of the International Labour Organisation (ILO) in the country programme is an interesting and innovative factor.
2. Closer collaboration among UN organizations leads to greater efficiency. However, the interagency nature of the initiative is a persistent challenge.
3. Budget execution is taking place through many small contracts, which involves a large number of interagency processes and leads to delays.
4. The longest delays are observed in the exchange with counterparts to agree on guidelines and terms of the calls for proposals and in the procurement process.
5. There is no significant duplication in the work of the agencies.
6. From a budgetary standpoint, the 70 percent execution requirement for all agencies for new disbursements, and the 18 percent budget ceiling for administrative expenses both present major challenges for the management of the Spotlight Initiative in the country.

#### Recommendations:

##### *Before Phase 2*

##### *To the CU, RUNOs, NSC:*

- a) During the preparation of the Phase 2 plan, assess the relevance of larger expenditures for certain activities.
- b) Assess the relevance of reducing the time needed to conduct exchanges between counterparts before terms of reference can be developed. This would allow more time for the implementation of interventions.

##### *To the Secretariat of the Spotlight Initiative:*

- c) Evaluate with the corresponding United Nations agencies the possibility of harmonizing contracting processes among the agencies.

- d) Review the application of the 18 per cent cap for administrative costs and of the minimum 70 per cent implementation requirement for all agencies to trigger new disbursements.

#### 4. PROGRAMME IMPLEMENTATION AND RESULTS:

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

#### Main findings:

1. .By the end of 2020, the Programme had made progress in implementing activities to deliver the expected outputs, although some adjustments have been necessary to adapt implementation, due to the national context and other external factors that caused some delays.
2. Delays are due both to factors internal to the UN System and to external influences. Internally, the differences among the administrative processes of the agencies in terms of fund management, time and contracting processes and a lack of clear incentives for meeting or not meeting the objectives stand out. In the face of delays in budget execution, the CU cannot make global adjustments. Externally, faced with the COVID-19 pandemic, a very interesting replanning process was carried out, which was adjusted to the priorities of the situation and the government, creating new activities and adapting others. The adaptation to this context forced the development of all actions virtually, which implied massive use of social networks and communication/training platforms.
3. As of September 2020, the financial implementation of the Programme was 57 per cent. Despite this, a number of strategic work streams and activities have been launched, some of which deserve continuation in the second phase.
4. The commitment of the national government in Argentina creates a privileged situation for the Spotlight Initiative; both the previous and current administrations have a strong interest in the issue, and the design and implementation of the Spotlight Initiative cannot be thought of in isolation from the contributions of this actor. The possibility of jointly planning the second phase will be key to the sustainability of the agenda.
5. There are conditions for sustainability, because of the government's commitment, the capacity building that is being done and the existence of a strong civil society.
6. Although there have been changes to the approved work plan and budget, these have been adequate to meet the challenges arising from the socioeconomic and political contexts and the constraints caused by the COVID-19 pandemic.
7. Many efforts have been made to include CSOs, but challenges remain in terms of CSO capacity to respond to the administrative and management requirements of the RUNOs. The heterogeneity in

terms of the issues addressed by CSOs, ways of working, availability of human resources, technical and administrative-financial capacity present challenges for collaboration. It also means that many are unable to have a real participation or impact on the Spotlight Initiative. There is a need to continue strengthening these organizations as essential agents for social oversight and advocacy, as well as their administrative-financial and project management capacities.

8. The UN country team is identifying and sharing good practices from knowledge management materials.

**Recommendations:**

*During the preparation of Phase 2*

*To the CU, RUNOs and NSC:*

- a) Based on the analysis of the experiences of Phase 1, consider expanding existing promising products and practices to the rest of the territory, generating alliances to enhance them.
- b) During the preparation of the second phase, consider focusing efforts on the effective strengthening of the administrative-financial, project management and oversight capacities of CSOs, especially grassroots and local organizations, to consolidate their organizations and increase their capacity for advocacy on the issue.
- c) See suggestions in table 4, question 12.

*On a permanent basis:*

- d) *To CU and RUNOs.* Continue with the monthly consolidation of information on the progress of the processes and generate warnings when the timeline of exchange with the counterpart are extended beyond the deadlines and/or the procurement process exceeds 30 days without resolution.
- e) See recommendation b in Governance section.

## G. ANNEXES

### ANNEX 1. SOURCES OF INFORMATION: LIST ALL DOCUMENTS ANALYSED

<b>Spotlight programme documents</b>	<b>Availability</b>
Country Programming document as approved by OSC	YES
Country Budget as approved by the OSC (may also include revised budget)	YES
Spotlight Country Programme Snapshot	YES
Inception report	YES
Annual report/s	YES
Annex A Country Report (included in the Annual Report)	YES
Ad hoc (2nd Tranche) report (may also include provisional narrative report – 2 pager)	YES
Spotlight Initiative financial information on the <u>MPTF Gateway</u>	YES
Knowledge management workplan	YES
National CSO Reference Group workplan	YES
CSO Reference Group Bios	YES
Communication workplan	YES
Stories directly from the <u>Calendar</u>	Yes
<b>Other documents</b>	
Country Programme Update	
CSRG_Report for MRA 2020 Assessment	
Online survey report Argentina	
National Action Plan Against Gender Violence 2020	
Minutes of the Steering Committee	
Minutes of the Follow - up Committee	
Minutes of the Civil Society Reference Group Meetings	
Acceleration plan for closing phase 1 of the programme, 10/30/2020	
Process Monitoring Report, November 2020	
Spotlight Initiative Terms of Reference (2017-2023)	
Products generated in the framework of the Initiative. Updated as of 31 December 2019. Spotlight Argentina Initiative.	
Products generated in the framework of the Initiative. I quarter 2020. Spotlight Argentina Initiative.	
Products generated in the framework of the Initiative. April - June 2020. Spotlight Argentina Initiative.	
Products generated in the framework of the Initiative. July - September 2020. Spotlight Argentina Initiative.	

## ANNEX 2. SOURCES OF INFORMATION: LIST OF INTERVIEWEES

Stakeholder group	Institution / organisation	Name	Position
European Delegation	European Embassy in Argentina	Aude Maio-Coliche	Ambassador
European Delegation	European Embassy in Argentina	Luca Pierantoni	Head of International Cooperation
European Delegation	European Embassy in Argentina	Victoria Giussani	International Cooperation Advisor
Resident Coordination	UN- RCO	Roberto Valent	Resident Coordinator
Resident Coordination	UN- RCO	Jessica Braver	Team Leader
Agencies/RUNO	UN-UNDP	Rene Mauricio Valdes	UNDP Representative- Steering Committee
Agencies/RUNO	UN-UNDP	Alejandra García	Gender Thematic Officer - Follow up Committee
Agencies/RUNO	UN-UNDP	Andrea Voria	Spotlight Initiative Specialist - UNDP
Agencies/RUNO	UN-UNFPA	Mariana Isasi	Oficial de Enlace- Steering Committee & Follow up Committee
Agencies/RUNO	UN-UNFPA	Victoria Vaccaro	Spotlight Initiative Specialist - UNFPA
Agencies/RUNO	UN- ILO	Christopher Ernst	Specialist in employment. In charge of the ILO's representation. - Steering Committee
Agencies/RUNO	UN- ILO	Alejandra Pangaro	Head of Programming and Technical Cooperation. Follow up Committee
Agencies/RUNO	UN- ILO	Javier Ciccaro	Spotlight Initiative Specialist - ILO
Agencies/RUNO	UN- UNW	Paula Narvaez	UNW Representative (interim)
Agencies/RUNO	UN- UNW	Carla Majdalani	Spotlight Initiative Specialist - UNW
National Government	Ministry of Women Gender and Diversity	Anne Szejnberg	
National Government	Ministry of Women Gender and Diversity	Eduarne Cardenas	Director General for Institutional Relations
CSO	CSRG	Maria Martinez	La Lupa violeta, member of the Steering Committee of the IS Programme. (Jujuy)
CSO	CSRG	Irene Cari	Women's Forum for Equal Opportunities of Salta, FOMUIPO (Salta)
CSO	CSRG	Gladis Villalba	RAZONAR (Province of Buenos Aires)
CSO	CSRG	Elena Reynaga	RedtraSex, Latin American and Caribbean Network of Sex Workers.
CSO	CSRG	Maria Rosa Avila	CASACIDN Federación Arg. Member of the Steering Committee and of the Spotlight

			Initiative Programme Monitoring Committee
Gov. of the Province of Buenos Aires	Ministry of Women, Gender Policies and Sexual Diversity	Flavia Delmas	Undersecretary for Policies against Gender Violence
Gov. of the Province of Buenos Aires	Ministry of Women, Gender Policies and Sexual Diversity	Nora Goren	Focal Point for the Spotlight Initiative
Govt. of the Prov. of Salta	Secretary for Human Rights	Julieta Rivera	Promoting women's equality
Govt. of the Prov. of Salta	Secretary for Human Rights	Natalia Fuentes	Under-Secretary for Equality and Opportunities
Govt. of the Prov. of Jujuy	Provincial Women's Council	Alejandra Martínez	Head of Council (Ministerial rank)
Govt. of the Prov. of Jujuy	Provincial Women's Council	Agustin Garlatti	Provincial Council of Women of Jujuy
National Government	Previous Management INAM	Nicole Neiman	Former National Director of Integral Protection of Articulation and Direct Actions (former INAM)
Trade Unions / Chambers	IPLIDO-UTHGRA	Mariana Russak	IPLIDO-UTHGRA. Trade Union.
Trade Unions / Chambers	IPLIDO-UTHGRA	Jörg Eggers	IPLIDO-UTHGRA. Trade Union.
Trade Unions / Chambers	IPLIDO-UTHGRA	Celeste Álvarez.	UOCRA Foundation. Trade Union
Trade Unions / Chambers	UOCRA	Dina Rojas,	UPCN Salta. Trade Union
National University of Tres de Febrero	National University of Tres de Febrero	Leonor Perez Bruno	National Prevalence and Incidence Survey. Pillar 5.
Salta- Polo Integral de las Mujeres	Interview	Rodrigo Galleguillos	Salta- Comprehensive Women's Pole. Sub-secretariat for access to care services.
Implementing Partners Linked to Care Services. Status	Ministry of Women, Gender Policies and Sexual Diversity of the Province of Buenos Aires	Ariel Sanchez	Ministry of Women, Gender Policies and Sexual Diversity of the Province of Buenos Aires. Provincial Director of Masculinities.
Implementing Partners Linked to Care Services. Status	Secretary of Sports of the Nation.	Guillermina Gordoia	Secretary of Sports of the Nation. Director of Gender Policies.
Implementing Partners Linked to Care Services. Status	National Ministry of Justice and Human Rights.	Pilar Campiglia	National Ministry of Justice and Human Rights. Corps of Lawyers for Victims of Gender Violence
Implementing Partners Linked to Care Services. Status	Prosecutor in charge of the Specialised Gender Prosecutor's Unit of Pilar	Carolina Carballido Calatayud.	Prosecutor in charge of the Specialised Gender Prosecution Unit of Pilar. PBA. 1149696794
Implementing Partners	ESconEsi Project	Daniela Giacomazzo or Manuel Aguilera	ESconESI project coordinators.
Implementing Partners	ESconEsi Project	Franco Dorado / Ileana Soraide	Coordinators of the EsConESI Youth Forum Jujuy Province
Implementing Partners	SES Foundation	Paula di Marzo	SES Foundation
Implementing Partners	Networked Activisms	Jimena González	Coordinator of the Networked Activisms project.
Implementing Partners	Lab Pacha Facilitators Network	Clelia Avalos	Lab Pacha Facilitators Network
Implementing Partners	Aynis.	Rosaura Gareca	Aynis.

Implementing Partners	Deaf Women Without Violence/ Territorial Links	Ester Mancera	Deaf Women Without Violence/ Territorial Links
Implementing Partners	Finandes	Javier Lombardi	Finandes
Beneficiaries	Dissident Butterflies	Amanda Molejo	Pilar 6. Referenta de Mariposas Disidentes. Pehuajo. Province of Buenos Aires. Territorially based CSO trained in the framework of the Networked Activisms Project.
Beneficiaries	National University of Formosa	Marcela González	Pillar 6. Person from the National University of Formosa
Beneficiaries	National University of Rosario	Gabriela Álvarez	Pilar 6. Universidad Nacional de Rosario. Faculty of Education
Beneficiaries	Gender and Equity Observatory	Lucia Battista	Pillar 1. Advisor to the gender and equity observatory
Beneficiaries	Ministry of Women PBA	Martina Latrubesse	Operator of Line 144, Ministry of Women PBA.
Beneficiaries	Training of Trainers with a Gender Perspective	Lorena Montes	Training attendee. She is one of the trainers who participated in the Training of Trainers with a Gender Perspective held in December 2019.
Beneficiaries	The Violet Magnifying Glass	Maria Maldonado	She received care and accompaniment in the device. She was a member of the mutual-help group and also attended the course.
Beneficiaries	Province of Buenos Aires	Cintia Ordoñez	Teacher - Pehuajó. Province of Buenos Aires
Beneficiaries	Province of Buenos Aires	Ivana Catalan	Teacher - Carmen de Patagones - Pcia de Buenos Aires
Beneficiaries	Province of Buenos Aires	Alfredo Migues	Teacher - San Fernando - Pcia de Buenos Aires
Coordination team	Coordination team	Valeria Serafinoff	Coordinator United Nations Spotlight Initiative in Argentina
Coordination team	Coordination team	Anabel Fernández Prieto	Monitoring and Evaluation Specialist Spotlight Argentina Initiative

## ANNEX 3. ANALYSIS OF INDICATORS IN 2019 - ARGENTINA

Monitoring and evaluation data were available from the following sources:

- Reporting against the results framework for 2019 (Year 1) – obtained from JotForm through the Spotlight Secretariat
- Additional data obtained from the country office for 2020: Reporting on processes for 2020 (Year 2)

This report provides an overview of the M&E data for 2019. It aims to summarize the information available for the six outcomes using a more visual overview. The results were obtained as follows:

Progress against each indicator was calculated with the data reported for Year 1 against Milestone Year 1.

Qualitative indicators were translated to a quantitative perception of ‘Achieved’, ‘In progress’ or ‘Not achieved’. The quantitative indicators also received the same label as per the table below:

Quantitative indicator labels:

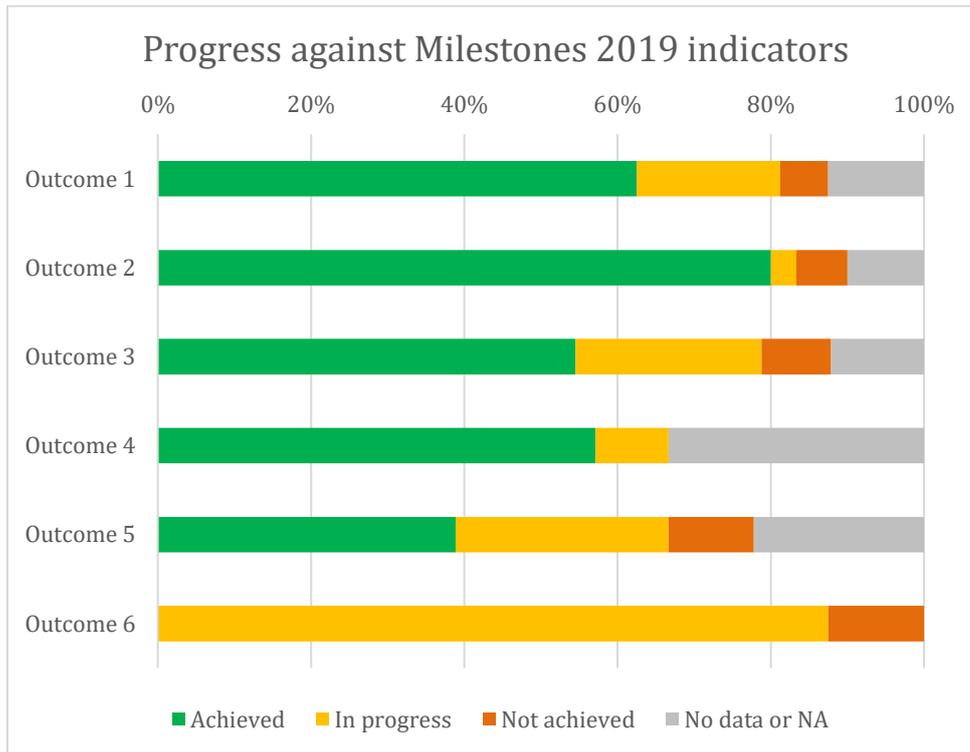
Status	Description
<b>Achieved</b>	Milestone achieved or surpassed
<b>In progress</b>	Milestone >50%
<b>Not achieved</b>	Milestone <50%
<b>No data</b>	No data reported for indicator
<b>NA</b>	Not applicable as no target set

The results of the analysis are presented in two different ways:

Graph summarizing the progress against milestones for year 1 indicators, in which we provide a visual overview of the indicators achieved, in progress, not achieved or no data per Outcome. See figure overleaf.

Table with the indicators per outcome, highlighting the progress for year 1 against the Year 1 Milestone.

Figure 1. Percentage of progress against milestones 2019 indicators



**Table 1. Detailed table per outcome**

Level	Indicator #	Disaggregation	Year 1 Milestone
<b>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.</b>			
Outcome	<b>Indicator 1.1 Proportion of target countries with laws and policies on VAWG/HP that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations</b>	None	<b>Achieved</b>
Outcome	<b>Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&amp;E frameworks on VAWG/HP that respond to the rights of all women and girls and are developed in a participatory manner are in place</b>	National	<b>Achieved</b>
Outcome		Sub-National	<b>Achieved</b>
	<b>Indicator 1.3 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 are in place</b>	None	<b>Achieved</b>
Output	Indicator 1.1.1 Number of new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards	None	<b>Achieved</b>
Output	Indicator 1.1.2 Number of inquiries conducted by human rights institutions on VAWG and/or gender equality and non-discrimination in the country within the last 2 years	None	No data
Output	Indicator 1.1.3 Proportion of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year	None	<b>Achieved</b>
Output	Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year	Men	<b>Not achieved</b>
		Women	<b>In progress</b>
		Total	<b>In progress</b>
Output	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, within the last year	None	<b>Achieved</b>

Level	Indicator #	Disaggregation	Year 1 Milestone
Output	Indicator 1.3.2 Out of the total number of 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, the number which have received significant inputs from women's rights advocates, within the last year.	None	No data
Output	Indicator 1.3.3 Number of key government officials with increased awareness of human rights standards and obligations and strengthened capacities to develop laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda, within the last year	Men	Achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 1.3.4 Number of women human rights defenders with strengthened capacities to contribute to the development of laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda	Men	In progress
<b>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</b>			
Outcome	Indicator 2.1 Functioning national and/or sub-national coordination and oversight mechanisms are in place at the highest level for addressing VAWG/HP that includes representation from marginalized groups	National	Achieved
		Sub-National	Achieved
Outcome	Indicator 2.2 Percentage of national budget being allocated to the prevention and elimination of all forms of VAWG/HP	None	Achieved
Outcome	Indicator 2.3 Is VAWG/HP integrated into 6 other sectors development plans, in line with globally agreed standards? "Other Sectors": health, social services, education, justice, security, culture.	None	Achieved
Output	Indicator 2.1.1 Number of government institutions, at the national or sub-national levels, that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination	National	Achieved
		Sub-National	No data
Output	Indicator 2.1.2 Internal and external accountability mechanisms are in place within relevant government institutions to monitor GEWE and VAW/HP	None	Achieved
Output	Indicator 2.1.3 Number of strategies, new plans and programmes of other relevant sectors (health, social services, education, justice, security, culture) that integrate efforts to combat VAWG developed in line with international HR standards, within the last year.	None	In progress
Output	Indicator 2.1.4 Proportion of other sectors' programmes and/or development plans at the national or subnational levels developed with significant inputs from women's rights advocates	None	No data

Level	Indicator #	Disaggregation	Year 1 Milestone
Output	Indicator 2.1.6 Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year.	Men	Achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 2.1.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year.	Men	Achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 2.1.8 Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors, within the last year	Men	Not achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 2.2.1 Proportion of supported multi- stakeholder VAWG coordination mechanisms established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	None	Achieved
Output	Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms that include representatives of groups facing multiple and intersecting forms of discrimination	None	Achieved
Output	Indicator 2.2.3 Proportion of national and sub-national multi-stakeholder coordination mechanisms that are costed	None	Achieved
Output	Indicator 2.2.4 Number of meetings of national and/or sub-national multi-stakeholder coordination mechanisms, within the last year	None	Not achieved
Output	Indicator 2.3.1 Proportion of current dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG, within the last year.	None	No data
Output	Indicator 2.3.2 Percentage of Parliamentarians with strengthened knowledge and capacities to hold relevant stakeholders accountable to fund and implement multi- sectoral programmes to address VAWG, within the last year.	Men	Achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender- responsive budgeting to end VAWG, within the last year	Men	Achieved
		Women	Achieved
		Total	Achieved
Output	Indicator 2.3.4 Number of women's rights advocates with greater knowledge and capacities on gender-responsive budgeting to end VAWG	None	Achieved
<b>OUTCOME 3: Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices.</b>			

Level	Indicator #	Disaggregation	Year 1 Milestone
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	Wife beating/IPV	No data
Outcome	Indicator 3.2.a) Percentage of people who think it is justifiable to subject a woman or girl to FGM (in areas where FGM takes place	FGB	No data
	Indicator 3.2.b) Percentage of people who think it is justifiable to subject a woman or girl child marriage	Child marriage	Achieved
Outcome	Indicator 3.3 At least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner	None	Achieved
Output	Indicator 3.1.1 Draft new and/or strengthened Comprehensive Sexuality Education in line with international standards	None	Achieved
Output	Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out- of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights,1within the last year.	Girls and Boys	Achieved
		Girls	Achieved
		Boys	Achieved
Output	Indicator 3.1.3 Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination, within the last year	Sub-National	Achieved
		National	No data
Output	Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year	Men	In progress
		Women	Achieved
		Girls	Achieved
		Boys	In progress
		Total	Achieved
Output	Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	Men	In progress
		Women	In progress
		Girls	In progress
		Boys	In progress
		Total	In progress
Output	Indicator 3.2.3 Number of men and boys who regularly attend gender transformative programmes addressing violent masculinities and men's violence towards women and girls in community centres, schools and other relevant spaces, within the last year.	Men and Boys	Not achieved
		Men	Not achieved
		Boys	Achieved

Level	Indicator #	Disaggregation	Year 1 Milestone
Output	Indicator 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	None	Achieved
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 during the past year.	Total	Achieved
Output	Indicator 3.2.6 Number of networks of men and boys developed and/or strengthened to advocate against VAWG and stand for promoting gender equitable values and behaviours during the past year	None	Achieved
Output	Indicator 3.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting, within the last year	None	No data
Output	Indicator 3.3.4 Number of journalists that have strengthened capacity to sensitively report on VAWG and GEWE more broadly	Men	In progress
		Women	Achieved
		Total	Achieved
Output	Indicator 3.3.5 Number of key informal decision-makers and decision-makers in relevant institutions that have strengthened awareness of and capacities to advocate for the implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights	Men	Not achieved
		Women	Achieved
		Total	Achieved
<b>OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible and quality essential services including for long term recovery from violence</b>			
Outcome	Indicator 4.1 Number of women including those facing intersecting and multiple forms of discrimination experiencing physical or sexual violence who seek help	Girls	No data
		Women	No data
Outcome	Indicator 4.2 a) Number of VAWG cases reported to the police, b) the proportions of cases reported to the police that are brought to court, c) proportions of cases reported to the police that resulted in convictions of perpetrators, all during a specific time period (e.g., past 12 months)	None	No data
Outcome	Indicator 4.3 The proportion of countries which have a VAWG dedicated management information system (MIS) at the national level which can measure the number of women/girl victims/survivors of violence that have received quality, essential, multi-sectoral services.	None	Achieved
Output	Indicator 4.1.1 Centralized risk assessment systems and/or early warning systems are in place bringing together information from police, health and justice sectors	None	Achieved
Output	Indicator 4.1.2 Number of women and girls with access to programmes developed to integrate VAWG response into SRH, education and migration services	Girls	Achieved
		Women	No data

Level	Indicator #	Disaggregation	Year 1 Milestone
Output	Indicator 4.1.3 Proportion of countries that have developed and/or strengthened national guidelines or protocols in line with the guidance and tools for essential services for women and girls subject to violence.	None	Achieved
Output	Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year	Men	In progress
		Women	Achieved
		Total	Achieved
Output	Indicator 4.1.6 Number of government service providers who have increased knowledge and capacities to better integrate VAWG response into sexual and reproductive health, education and migration services, within the last year.	Men	In progress
		Women	Achieved
		Total	Achieved
Output	Indicator 4.1.8 Number of local networks established among authorities and communities to prevent and respond to VAWG that include adequate representation of women and girls facing multiple and intersecting forms of discrimination, within the last year	None	Achieved
Output	Indicator 4.1.9. National guidelines or protocols for essential services that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination have been developed and/or strengthened	None	Achieved
Output	Indicator 4.2.1 Number of women and girl survivors of violence that have increased a) knowledge of and b) access to quality essential services, within the last 12 months	Girls	No data
		Women	No data
Output	Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased a) knowledge of and b) access to accompaniment/support initiatives, including longer-term recovery services, within the last 12 months	Girls	NA
		Women	Achieved
Output	Indicator 4.2.3 Strategies for increasing the knowledge of and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination have been designed	None	Achieved
<b>OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes.</b>			
Outcome	Indicator 5.1 Globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP collected over time	Incidence	In progress
		Prevalence	In progress
Outcome	Indicator 5.2 Publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide at the country level	Child Marriage	No data
		Family Violence	No data
		Femicide	Achieved
		FGM	No data
		IPV	Achieved
		Trafficking	No data

Level	Indicator #	Disaggregation	Year 1 Milestone
Outcome	<b>Indicator 5.3 National statistics related to VAWG/HP incidence and prevalence are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts</b>	None	Achieved
Output	Indicator 5.1.2 System to collect administrative data on VAWG/HP, in line with international standards, across different sectors	None	Achieved
Output	Indicator 5.1.4 Number Government Personnel from different sectors, including service providers, with enhanced capacities to COLLECT prevalence and/or incidence data, including qualitative data, on VAWG in line with international and regional standards	Men	In progress
		Women	Achieved
		Total	In progress
Output	Indicator 5.1.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, and qualitative data, on VAWG	None	Not achieved
Output	Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months	None	Achieved
Output	Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	Men	Not achieved
		Women	Achieved
		Total	In progress
<b>OUTCOME 6 - Women's rights groups and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination, more effectively influence and advance progress on GEWE and EVAWG</b>			
Outcome	<b>Indicator 6.2 Was there an increased use of social accountability mechanisms by civil society in order to monitor and engage in EVAWG efforts</b>	LNOB	Not achieved
Output	Indicator 6.1.1 Number of jointly agreed recommendations on ending VAWG produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination, within the last year	None	In progress
Output	Indicator 6.1.2 Number of official dialogues about ending VAWG with relevant government authorities that include the full participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination, within the last year.	None	In progress
		LNOB	In progress
Output	Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year.	Youth	In progress
		None	In progress
Output	Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year	None	In progress

Level	Indicator #	Disaggregation	Year 1 Milestone
Output	Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year	None	In progress
Output	Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year.	None	In progress

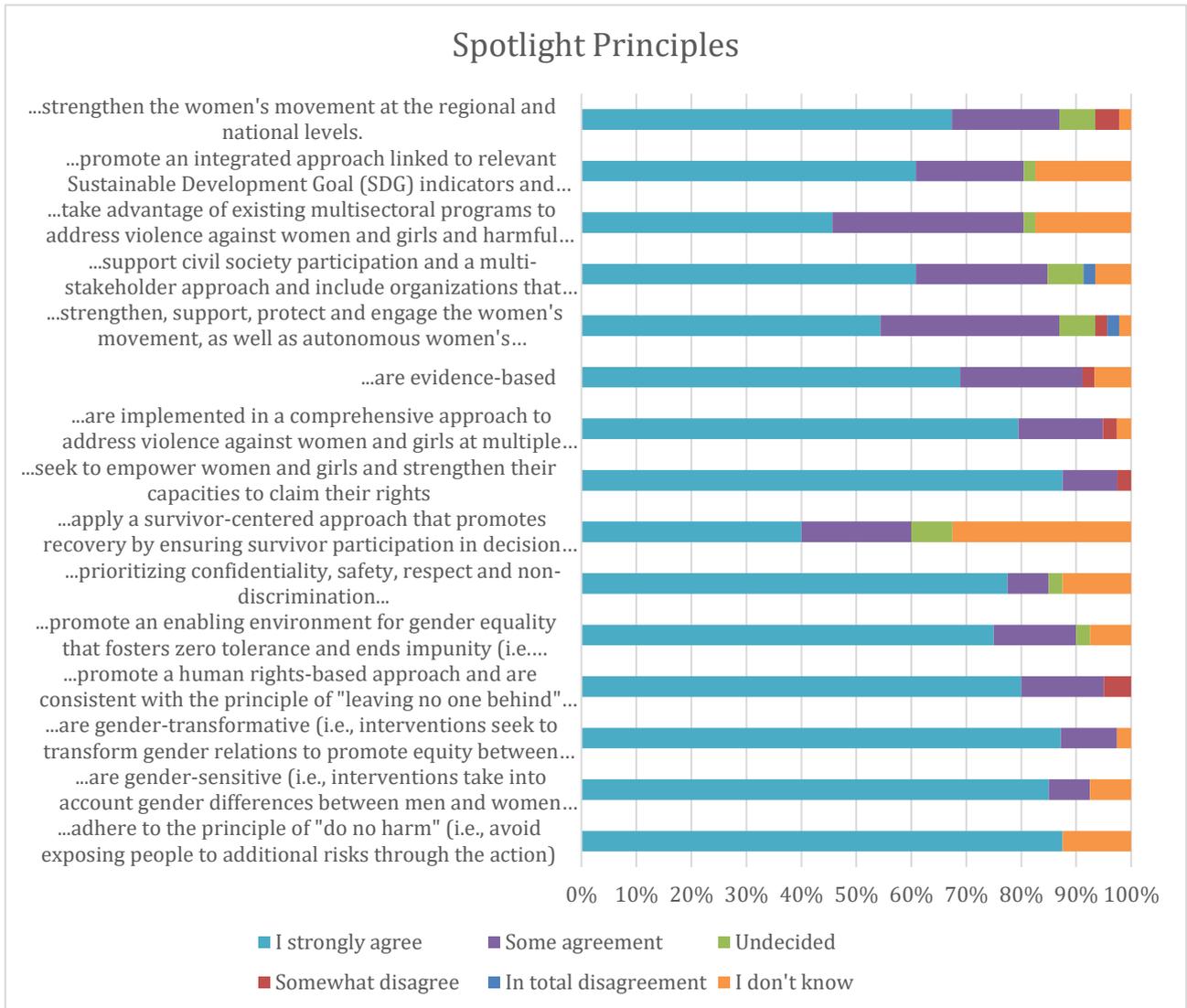
## ANNEX 4. IMPLEMENTATION OF THE SPOTLIGHT PRINCIPLES IN THE ARGENTINA PROGRAMME

The table and graph below summarize the responses provided in the online survey to the question: “Please express your agreement with the following statements on a scale of 1 to 5. Please provide details in the comment box. The interventions you support as part of the Spotlight Initiative...”

I strongly agree /percentage of respondents	Spotlight principles
≥ 80%	They adhere to the principle of "do no harm" (i. e. avoid exposing people to additional risks through action).
	Are gender-sensitive (i. e. interventions take into account gender differences between men and women in the pursuit of their outcomes).
	Are gender transformative (i. e., interventions seek to transform gender relations to promote equity between men and women to achieve their outcomes)
	They promote a human rights-based approach and are consistent with the principle of "leaving no one behind" (i. e. interventions focus on the most marginalized, excluded or discriminated against).
	They seek to empower women and girls and strengthen their capacities to claim their rights.
60-79%	Promote an enabling environment for gender equality that fosters zero tolerance and ends impunity (i. e. provision of support in shelters, trauma support, etc.).
	Prioritize confidentiality, security, respect and non-discrimination...
	They are implemented in a comprehensive approach to address violence against women and girls at multiple levels, and through actions that complement each other to achieve sustainable results.
	They are based on evidence
	They support civil society participation and a multi-stakeholder approach and include organizations involving men and boys, faith-based organizations and the media, all of which play a critical role in promoting gender equality, advocating against violence and developing innovative prevention and survival responses.
	Promote an integrated approach linked to relevant sustainable development goal (SDG) indicators and systematic analysis of the programmatic and financial landscape
≥59%	Apply a survivor-centred approach that promotes recovery by ensuring survivor participation in decision-making, prevention of re-traumatization and enabling survivors to make their own informed decisions that consider community reintegration and consequences.
	Strengthen, support, protect and engage women's movement, as well as autonomous women's organizations, and encourage them to access and develop long-term financing strategies that combine public and private grants and social investment funds.
	Build on existing multisectoral programmes to address violence against women and girls and harmful practices that are led by governments and UN partners.

Source: Online survey. Spotlight Initiative MTA Argentina

Figure 2. Spotlight Principles



Source: Survey