

# Spotlight Initiative

*To eliminate violence  
against women and girls*

## SPOTLIGHT INITIATIVE 2.0 FUND

### Terms of Reference

28 March 2024

## LIST OF ACRONYMS

<b>AA</b>	Administrative Agent
<b>AFP</b>	Agency Focal Point
<b>CSO</b>	Civil Society Organization
<b>CS-GRG</b>	Civil Society Global Reference Group
<b>DG INTPA</b>	Directorate-General Department for International Partnerships
<b>DSG</b>	Deputy Secretary-General
<b>EOSG</b>	Executive Office of the Secretary-General
<b>EVAWG</b>	Ending violence against women and girls
<b>GBV</b>	Gender-based violence
<b>FGM</b>	Female genital mutilation
<b>HIVE</b>	High-Impact Programme for Violence Elimination by 2030
<b>HP</b>	Harmful practice
<b>LNOB</b>	Leave no one behind
<b>MOU</b>	Memorandum of understanding
<b>MPTFO</b>	Multi-Partner Trust Fund Office
<b>OM</b>	Operations Manual
<b>OSC</b>	Operational Steering Committee
<b>PAC</b>	Programme Appraisal Committee
<b>PME</b>	Participatory monitoring and evaluation
<b>PO</b>	Purchase order
<b>QCPR</b>	Quadrennial comprehensive policy review
<b>RBM</b>	Results-based management
<b>RUNO</b>	Recipient UN Organizations
<b>SAA</b>	Standard Administrative Arrangements
<b>SDG</b>	Sustainable Development Goals
<b>ToR</b>	Terms of Reference
<b>UNCT</b>	United Nations Country Teams
<b>UNDS</b>	United Nations Development System
<b>UN DCO</b>	United Nations Development Coordination Office
<b>UN RC</b>	United Nations Resident Coordinator
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>VAWG</b>	Violence against women and girls

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## ● 1. Introduction

Launched in 2017 with initial seed funding from the European Union, Spotlight Initiative was established by the UN Secretary-General as a flagship initiative set up to be a **Sustainable Development Goals (SDG) acceleration model** and as a **UN Development System Reform Demonstration Fund**. The United Nations Secretary-General's Spotlight Initiative proposed an unprecedented and innovative approach to delivering a comprehensive package of interventions to prevent and respond to violence against women and girls across 5 regions. Over the past 6 years, the Initiative has delivered a proof of concept. It has demonstrated that a comprehensive theory of change, whole-of-society, whole of government, and whole of UN approach, in support of national government development priorities, with civil society centrally positioned for localization, and backed by an unprecedented level of investment (EUR 500 million) in a multilateral, country-driven programme model can significantly advance the global effort to end violence against women and girls.

The first phase of the Initiative tested and enhanced this approach, and implementation of the first generation of Spotlight Initiative programming has had transformative results. According to an independent study, Spotlight Initiative is up to 90% more effective compared to traditional models of programming on ending violence against women and girls. Further supporting its proven effectiveness as an SDG acceleration Fund and ability to catalyse transformative progress on the 2030 Agenda, Spotlight Initiative was selected as one of twelve High-Impact Initiatives in the context of the 2023 SDG Summit intended to stimulate progress on the Goals. As the only cross-cutting initiative among those selected, Spotlight Initiative's results stand as testament of its impact on ending violence against women and girls but also its effects across the SDGs.

The second phase of Spotlight Initiative is launched through these Terms of Reference and continues as a United Nations Secretary-General's Fund. Spotlight Initiative 2.0 Fund is a multi-donor, inter-agency initiative, anchored in the Executive Office of the Secretary-General. The Initiative presents a true multi-partner effort with built-in incentives for each partner to contribute to the development of the Fund's vision and strategy. While the Fund is constituted "anew" it is a continuation of Spotlight Initiative 1.0 in all key aspects, retaining the principles that made the Initiative a historic and unprecedented result-driven effort.

The Fund uses an updated governance, advisory and programming cycle set-up that ensures the participation of all stakeholders including contributing partners, national governments, the UN system and civil society in a meaningful way. The structure integrates and builds on the lessons learned and best practices from the first phase of Spotlight Initiative programming. It maintains the integrity of the key success elements of the model, particularly the meaningful engagement of Civil Society, and reinforces its technical excellence, while strengthening further its adaptability to local contexts. The Initiative has as a scale of ambition to move from the initial EUR 500 million fund by raising an additional USD 1 billion fund over 5 years, and to expand its portfolio across existing and new regions to over 60 programmes.

- 2. Call for Action to end violence against women and girls

- 2.1 The United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development, adopted by all Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet. The agenda consists of 17 SDGs and 169 targets that include strategies to eradicate poverty, improve health and education, reduce inequality and spur economic growth. The SDGs set a 2030 deadline for the achievement of gender equality and the elimination of all forms of violence against women and girls. With under 7 years left to reach 2030, and without heightened commitment from the global community, these goals will remain an unachievable target. The time to act and invest in women and girls is now.

Violence against women and girls exists in every society and is exacerbated with every crisis, conflict, or humanitarian emergency. It is an obstacle to the rights to dignity, health, equality and, in some cases, life. The widespread nature of the COVID-19 crisis has brought about a near-global increase in the prevalence of violence. In recognition of the early signs of increased gender-based violence, the Secretary-General issued a global appeal for ‘peace in the home’ in April 2020, building on the earlier [appeal for a global ceasefire](#) and an ‘end to all violence everywhere’. The immediate and positive response and commitment from more than 180 Member States to the call was a rare acknowledgment of the scope of the problem.

In 2023, the Spotlight Initiative was rolled out as one of the 12 High Impact Initiatives, during the SDG Summit, aimed at generating renewed momentum on the SDGs, strengthening political leadership and channelling tangible, integrated and coordinated support behind national plans and priorities. Spotlight Initiative was selected with a view to drive progress not only on SDG 5, but across all SDGs, universally. The Spotlight Initiative model as well as the knowledge generated from its Implementation are available to all partners and stakeholders around the world to take action to eliminate all forms of violence against women and girls.

The Initiative’s work on gender-based violence lies at the intersection of all SDGs. Eliminating violence against women and girls is a precondition to achieve gender equality (**SDG 5**); which in turn lies as described by the Deputy Secretary-General, as a ‘docking station’ to all 17 Goals. Moreover, as both a Goal 5 and Goal 16 Fund, Spotlight Initiative is fundamentally centred on stronger, more representative, resilient, and inclusive institutions. Contributing to more peaceful and inclusive societies, stronger democratic rights and greater civic space. As an “SDG acceleration model”, Spotlight Initiative is both placing gender equality and women and girls’ equal participation as a game changer across the Goals, as well as demonstrating the impact of, and a model for, greater focus on leaving no one behind, localization through grassroots civil society, strengthened institutions and civic space. It is for this reason that Spotlight Initiative is in its total an SDG model fund.

At global level, **the cost of violence against women (public, private and social) is estimated at approximately USD 1.5 trillion**; roughly the size of the Canadian economy (UN Women, 2016). Violence against women and girls **is an accelerator of poverty and furthers women and girls' marginalisation (SDG 1)**. Moreover, women and girls who face discrimination and violence are also more likely to report experiencing food insecurity **(SDG 2)**. Evidence shows that prevention remains the most cost-effective, long-term method for ending violence. The Initiative therefore invests the largest share of its resources in tackling the root causes of gender-based violence: discriminatory and patriarchal gender norms, and harmful stereotypes and behaviours **(SDG 10: Reduced Inequalities)**.

Through its comprehensive and evidence-based approach to ending violence, the Initiative aims to prevent and respond to all forms of violence against women and girls. It contributes to creating a world where women and girls live free of threats to their security in cities **(SDG 11)** and in the workplace **(SDG 8)**, where they can safely and equally access key resources such as water and energy **(SDG 6 and 7)** and where they can live a healthy life and reach their full potential. Violence is an attack to the very dignity of women and girls and has devastating health consequences **(SDG 3)**. Spotlight Initiative sits at the heart of promoting peaceful and inclusive societies, providing access to justice for all and building effective, accountable and inclusive institutions at all levels (SDG16). **By tackling the root causes of women's health and human rights violations and by providing quality multi-sectoral services to survivors, Spotlight Initiative contributes to the greater health and well-being of women and girls, and society at large.**

Set up as an “SDG acceleration model”, rolling out a “whole-of-society” and “whole-of-government approach”, placing the issue at the highest levels of government, the Initiative modelled a new way of working with civil society that enhances civic space, localises the SDGs and elevates grassroots entities’ voices and agency.

Meaningful engagement with civil society is a fundamental dimension of Spotlight Initiative’s structure and functioning. The Initiative has worked toward a transformative way of engaging with civil society, guided by the principle of leaving no one behind and SDG 17 on partnerships, as well as Goal 16 on strengthened institutions, and rooted in national ownership. Toward this end, the Initiative aims to ensure its civil society engagements are equal, inclusive and transparent, and underpinned by principles that are human rights-based and feminist, and that localize and shift power. This way of partnering is a unique “value add” of the Initiative, and helps to ensure the Initiative’s relevance, impact, and sustainability.

The first-generation Spotlight Initiative model has exceeded expectations. Its investments across more than 30 countries and regions achieved the following results<sup>1</sup>:

- The overall **conviction rate** for violence against women and girls **doubled** across 12 countries.

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<sup>1</sup> Cumulative results as of December 2022 of Spotlight Initiative first generation programme portfolio. The Final Global Report of 2023 including final cumulative results will be published mid 2024.

- **477 laws or policies were signed or strengthened** to end violence against women and girls.
- **USD 190 million allocated to civil society organisations** (48% of activity funds).
- **National budgets to address gender-based violence increased 10-fold** across 14 countries.
- Over **4,000 local and grassroots women's rights organisations** reported having **greater influence and agency**.
- Close to **2.5 million women and girls accessed** gender-based violence **services**.
- Close to **3.5 million young people** participated in in-and out-of-school programmes **promoting gender-equitable attitudes and behaviours**.
- Nearly **2 million men and boys were educated on positive masculinity**, respectful family relationships and non-violent conflict resolution.
- Close to **260 million people were reached through campaigns** to prevent violence against women and girls in at least 30 languages.
- **43 countries strengthened their National Action Plans** to eliminate violence against women and girls.

Building on these achievements, Spotlight Initiative, modelled the potential impact of its work by 2025. An independent study analysed changes resulting from the comprehensive multi-pillar approach (for example reducing impunity and increasing prosecutions would require a whole range of interventions, including changing laws and policies, strengthening police and justice institutions, training judges and police officers, producing better data and involving survivors and women's organization in decision making). The modelling shows that Spotlight Initiative could result in 21 million fewer women and girls experiencing violence by 2025 - saving the lives of two women every day and concludes that Spotlight Initiative is expected to be up to 90% more effective at reducing the prevalence of violence compared to single-pillar models.

## ○ 2.2 UN Reform Demonstration Fund

As a “**UN Reform demonstration Fund**”, Spotlight Initiative aims to accelerate progress on the ambitious 2030 Agenda, which requires bold changes across the UN. The landmark UN General Assembly resolution agreed on by all 193 UN Member States on 31 May 2018<sup>2</sup>, on repositioning the United Nations Development System (UNDS), provides the mandates required for the Secretary-General and the UN system to take forward their collective responsibilities to make the UN fit for purpose to support the 2030 Agenda. The reform of the UNDS aims to reposition the UN with a stronger, reliable, better-defined collective identity as a trusted, cohesive, accountable and effective partner to countries in achieving the 2030 Agenda.

Spotlight Initiative is set up from the onset as an inter-agency pooled fund to further support the UNDS reform. The UN quadrennial comprehensive policy review (QCPR) and its Funding

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<sup>2</sup> UN General Assembly resolution 72/279 ([A/RES/72/279](#)) on the Repositioning of the UNDS to deliver on the 2020 Agenda.

Compact<sup>3</sup> assures that the UN is placing greater emphasis on inter-agency pooled financing mechanisms. Inter-agency pooled funds are a unique tool for delivering joint responses and direct resources to programmes focused on SDG achievement. Such funds are thus an important part of the UNDS reform process, with inter-agency financing mechanisms for organisational leadership, UNDS and Member States to improve support to multi-partner coalitions, so national governments, civil society and the private sector can collectively identify sustainable solutions. Pooled financing is an effective instrument for improving collaboration and reducing programmatic costs and, as a major tenet of the reform process, covers humanitarian work, peace and security, and sustainable development. As the UN centre of expertise on pooled funding, the UN Multi-Partner Trust Fund Office works to improve the quality of investment services for all partners, across the UN's broad spectrum of action.

Spotlight Initiative 2.0 programming architecture substantively and structurally promotes the UNDS reform through the following core principles:

- Priority of efforts to support an underfunded global issue<sup>4</sup> and facilitate the coherence and integration of the UN system:
  - Establishment of a Multi-Partner Trust Fund with agencies as implementing partners, and open to any UN entities with relevant expertise and capacities.
  - Creating more cohesive and integrated programming at country level, with an empowered and impartial RC system and resting coordination, oversight and leadership with the RC.
- Collective responses by the UNDS covering existing gaps, overlaps and opportunities:
  - Development of a single programmatic framework, theory of change and clear expected results.
- Demonstrate results through high-level engagement and catalytic impacts.
  - Directing major resources to key pilot countries to build a political and financial compact promoting longer term innovative and sustainable solutions.

### ● 3. Theory of Change

#### ○ 3.1 Rationale: a comprehensive model to end violence against women and girls

Violence against women and girls/harmful practices are complex issues, requiring mutually reinforcing interventions at multiple levels to achieve sustainable results. Interventions include work on legal and policy frameworks; institutional capacities including to support zero tolerance and address impunity; comprehensive prevention strategies including changing social norms and

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<sup>3</sup> The Funding Compact is an agreement by Member States and the UNDS system to match the boldness of the 2030 Agenda with decisive action on the way funds are allocated to and disbursed by the system.

<sup>4</sup> Less than 0.5% of official development assistance and philanthropic funding is estimated to go directly towards the agenda of reducing violence against women and girls, according to an [independent modelling study](#) by Dalberg.



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

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

Despite the far-reaching consequences of violence and the existence of evidence-based solutions, violence against women and girls remains overlooked, neglected and underfunded. Spotlight Initiative was initially launched with the aim to address this challenge. In its five years of implementation, the initiative has tested and enhanced a holistic approach to ending violence against women and girls, a new way of working with key stakeholders and a model of coordinated "whole-of-UN System" approach.

The second phase of Spotlight Initiative programming includes adjusted structures of governance, coordination and technical support to ensure a leaner, more streamlined and context-specific way of working. Greater national ownership and flexibility are also being reinforced in programme investments. To maintain overall coherence and quality and sustain the investment through linkages between country and global level, Spotlight Initiative has defined key features and requirements for any new programme to be considered part of the Initiative.

Spotlight Initiative will also continue to integrate the crucial principle of "leaving no one behind" into the design and implementation of its interventions. Indeed, the Convention on the Elimination of All Forms of Discrimination Against Women recognizes that "gender-based violence may affect some women to different degrees or in different ways and that appropriate legal and policy responses are needed". Spotlight Initiative recognizes that women are not a

homogenous group and that those who claim certain identities face disproportionate levels of discrimination, exclusion and violence. Moreover, complex intersectional forms of discrimination prevent women from exercising control over their own relationships, bodies and decision-making. Throughout its programming efforts and in collaboration with civil society and organisations representing survivors, particularly those facing intersecting forms of discrimination, Spotlight Initiative attempts to analyse existing gaps, and to apply the guiding principles of intersectionality to “leave no one behind”.

### o 3.2 The Spotlight Initiative Model: Key features

After five years of implementation of the first generation of Spotlight Initiative programmes, the Initiative has evidence-based proof of concept in its comprehensive model. The second phase of Spotlight Initiative interventions will integrate the lessons learned and good practices harnessed through programming under the initial investment, including findings and recommendations from the meta-review of Spotlight Initiative, which analysed ongoing Spotlight Initiative programmes, to identify what makes a successful programme.

The **integrity of the model is critical** to ensure interventions do not lose the key features that make Spotlight Initiative concept more impactful and effective compared to other traditional approaches to addressing violence against women and girls.

There are **six key features that characterise a Spotlight Initiative Programme**, as presented below. These features are an **integral part of Spotlight Initiative programmes and are safeguarded by the governance and management of the Fund**, under the strategic leadership of the EOSG. More on these can be found in the Case for Investment.

- **Whole-of-society, whole-of-government approach, including at the highest levels**

Ending violence against women and girls requires multi-sectoral responses, as well as the mobilisation and coordination of a significant number of institutions. The role of national and local governments is therefore crucial. Evidence shows that the engagement of Heads of State, Prime Ministers and authorities at the highest level makes a significant difference in terms of activating administrative and institutional responses, accountability and integration across relevant line ministries, demonstrating political will, allocating sufficient financial and human resources, as well as in terms of influencing behaviours and ownership and sustainability. Successful Spotlight Initiative Programmes have been endorsed and sometimes launched by Heads of State and require sustained Government engagement at the highest level.

- **A central, meaningful role for Civil Society, supported by significant investments, as well as community coordination and accountability mechanisms with meaningful authority and voice**

Evidence shows that a vibrant civil society is crucial for generating sustainable change on gender-based violence. Therefore, Spotlight Initiative places civil society at the centre of its efforts.

Toward this end, the Initiative aims to ensure its civil society partnerships are equal, inclusive and transparent, and underpinned by principles that are human rights-based, and that localize and shift power. Civil Society is informed of and advises on all aspects of the Fund, programming and implementation. This is illustrated by the participation of Civil Society in its structures (with a recommended membership of 20%), the establishment of a self-selected reference group to support as an independent advisory body and a fully dedicated outcome area in programmes' theory of change. Further, the Initiative recommends that a significant part of the overall budget be allocated to strengthen and expand civil society's role in ending violence against women and girls. The Initiative has demonstrated that 30% to 50% of the budget delivered by CSOs, women's organisations and grassroots CSOs across all outcome areas, along with 10% to 15% allocated to the dedicated CSO outcome area, is an effective best practice.

- **A comprehensive theory of change addressing the holistic nature of violence against women and girls and a common results framework**

Addressing violence against women and girls is a multifaceted issue. It affects all people – particularly women and girls – in different ways and is highly context-specific. Spotlight Initiative promotes a comprehensive approach at multiple levels centred around 4 broad outcome areas that are easily contextualised: laws, policies and institutions (including data collection and analysis to support decision making), prevention and social norms change, response (services for survivors and accountability of perpetrators), as well as support to and meaningful engagement with the women's movement. This comprehensive approach is also supported by Spotlight Initiative's efforts to uphold the principle of "leaving no one behind", in all contexts. This streamlined theory of change provides a framework for stakeholders to select and adapt interventions to their context and the needs of women and girls in targeted areas, including those that are often left behind. This theory of change goes beyond a sole focus on gender-based violence: it integrates a holistic vision of development (change cannot be achieved without stronger institutions, quality data for decision-making, rule of law, capacity of government workers, etc.) as well as more specific elements related to gender equality, such as social norms change and women's economic power. The next generation of Spotlight Initiative programmes will have great flexibility to focus their results framework on key issues related to their local context and to the priorities of national stakeholders. Importantly, to guarantee programme quality and to allow for global consolidation, Spotlight Initiative programmes are expected to retain the comprehensive nature of their approach and to select a minimum number of indicators from the results framework.

- **Alignment to the UN Reform principles, pooled funding mechanism, under the leadership and accountability of an empowered Resident Coordinator**

Spotlight Initiative was able to achieve strong results because of the initial twin focus on ending violence against women and girls, and operationalization of UN development system reforms. This coupled approach fostered greater coordination and effectiveness and leveraged comparative advantages among UN agencies. As such, the Initiative is a demonstration fund for UN reform with key elements including: (1) pooled funding, (2) on the UN's side, authority and

responsibility for overall coordination of programmes, single line of accountability and UN engagement, sits with Resident Coordinators, and (3) programmes are implemented by an agreed number of recipient UN Agencies, chosen on the basis of their context-specific expertise, with a strong emphasis on new models of coordination, synergies and cooperation within UN Country Teams. Spotlight Initiative thus promotes a more coordinated way of delivering UN programmes, as well as a new way of working with partners and counterparts. As a pooled fund, Spotlight Initiative has been designed to easily integrate multiple financial partners and quickly allocate funds to multiple entities. Recipient UN Organizations implement according to their own operational rules and procedures, with standardised reporting, thus avoiding duplication of procedures, reducing transaction costs and minimising implementation delays.

- **Alignment with Spotlight Initiative’s Global Communications and Visibility Strategy**

Spotlight Initiative has become a recognized “brand” in the public arena. The Initiative has its own distinct logo and identity. It has developed a wide range of communication and visibility channels and activities that contribute to raising global awareness and promoting the impact and results of Spotlight Initiative-supported interventions. Its innovative strategy requires clear messages, tailored channels of communication and pioneering methodologies to reach new audiences. All of the Initiative’s communications activities are designed to meet four mutually reinforcing objectives: 1. To raise awareness of violence against women and girls; 2. To illustrate and promote the impact and results of Spotlight Initiative-supported interventions; 3. Based on the universality of violence against women and girls, to catalyse global action and advocacy to accelerate progress towards achieving SDG 5.2; 3. To ensure visibility for Spotlight Initiative, its donors and partners.

- **Participation in Global Knowledge Exchange activities**

Since its inception, Spotlight Initiative has been committed to accelerating efforts to support evidence-based programming on ending violence against women and girls that lead to catalytic and sustainable impact. Building on its “state-of-the-art” knowledge management approach including a nearly 1000-person strong Community of Practice, the Initiative rolled out a Global Platform in 2022 to amplify lessons and good practices from the Initiative as well as connect and strengthen a coalition of key actors from the UN, civil society, donors, private sector, practitioners, experts, academia and others. Spotlight Initiative Programmes are expected to participate in these Global Knowledge Management activities not only to integrate findings and lessons from other programmes into their interventions but also to support the Initiative moving beyond its current stakeholders to engage a wider global community for increased decision-making power and impact.

- **3.3 Spotlight 2.0 - Results framework**

Spotlight Initiative has demonstrated that through its evidence and rights-based approach it can deliver achievements and generate transformative impact. Interventions and activities launched

under the umbrella of the Initiative strengthen multi-sectoral responses that contribute to reducing one of the most pervasive human rights violations. Activities address underlying causes of violence against women and girls, including discriminatory social and socio-cultural norms, stereotypes and unequal power relations. By doing so they strengthen institutional capacities and accountabilities for improved health and judicial responses; increased availability, accessibility and quality of services (in relation to support for long term recovery), enabling the collection of reliable, globally comparable and quality data and a strengthened women's movement and civil society.

A foundational principle of the Initiative is the 2030 Agenda principle of “**leave no one behind.**” This means reaching the most marginalised women and girls, including those with disabilities, the elderly, from ethnic minority or indigenous groups, those living in poverty or with HIV/AIDS, women and girls in rural areas, lesbian, bisexual, transgender or queer individuals and survivors of violence or harmful practices. At its core, this [principle](#) also focuses on “combating discrimination and rising inequalities, and their root causes”.

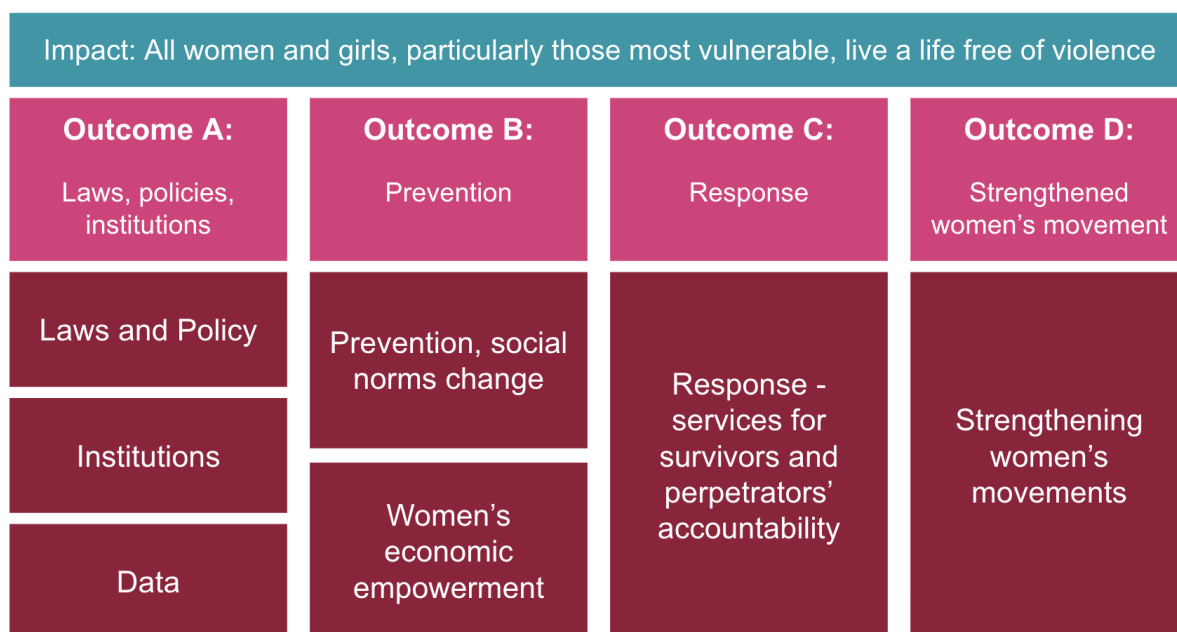
The Initiative, as a Goal 16 Fund, supports two key UN functions, namely capacity development and service delivery, which are critical areas of intervention under Spotlight Initiative. All outcome areas are mutually reinforcing to develop and reform legal and policy frameworks, strengthen institutions, address social norms and robust prevention efforts, ensure access to quality services and data and strengthen the women's movement.

### ○ 3.4 Programmatic framework of Spotlight Initiative 2.0

**Overall goal:** All women and girls, including those most vulnerable, live free from violence and harmful practices.

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

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



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

To achieve long-term change and sustainability, complementary links between outcomes will be leveraged. Effectively eliminating and preventing violence requires a comprehensive approach, with mutually reinforcing pillars that collectively strengthen civic space and place CSOs and women's movements at the centre of the response to violence, protect sexual and reproductive health and rights and leverage the UN's convening power to bring together a variety of actors and stakeholders for stronger, more sustainable impact and results. For example, as disaggregated and transparent data informs investment, on-going legislation and policy reform, services can be established and/or strengthened to cater to the health, safety and security needs of survivors. These steps can take place alongside the design and implementation of robust and evidence-based prevention programmes that address adverse social norms, attitudes and beliefs. Inclusive governance structures, centralised and decentralised, have a role to play in determining how programmes are developed and where they are implemented.

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

#### • 4. Fund Governance and Management

The governance structure and arrangements of this second phase of Spotlight Initiative provide for an efficient and effective decision-making and oversight framework, ensuring streamlined

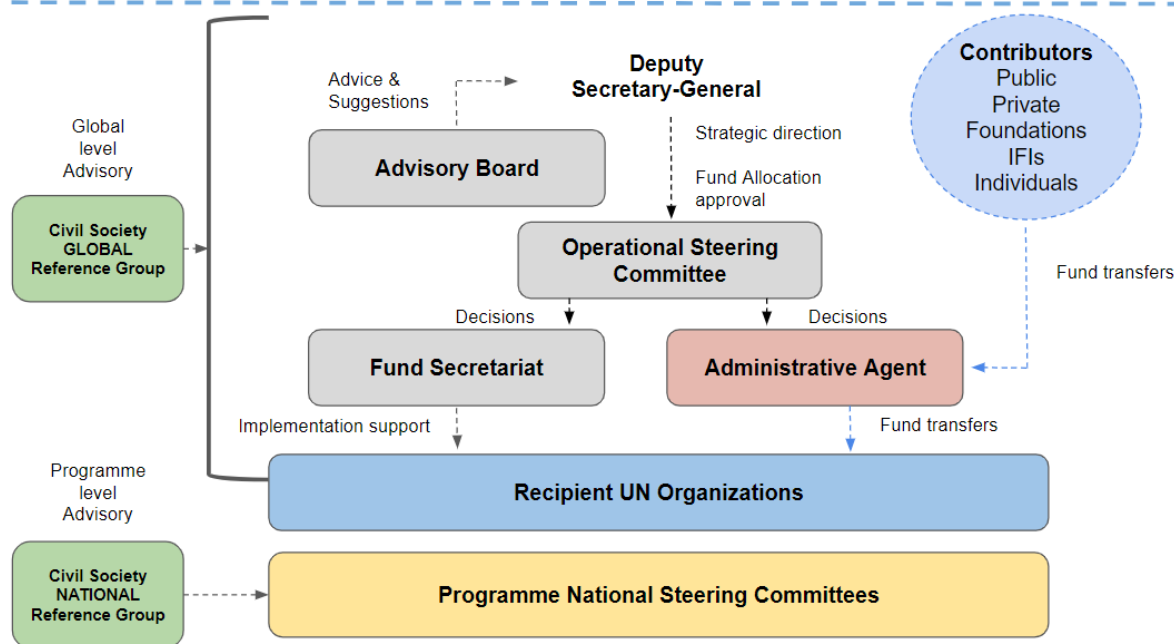
allocation processes and clear lines of accountability. The governance arrangements are built to ensure transparency and accountability. In addition, they are responsive to feedback from recipient UN agencies, received during the implementation of first-generation Spotlight Initiative programmes, and remain aligned with the framework of pooled funds anchored in the Secretary-General's Office.

The operation of the Fund comprises four levels:

- i. Fund Governance and Advisory Bodies** (Deputy Secretary-General, Advisory Board, Operational Steering Committee, Programme Appraisal Committee and National Steering Committees, including advisory Civil Society Reference Groups)
- ii. Fund Management** (Fund Secretariat)
- iii. Fund Administration** (Administrative Agent)
- iii. Fund Implementation** (Recipient Organisations)

Overall governance arrangements, decision-making processes and financial flows are depicted in the figure below.

## Governance Structure



### 4.1 Functions of the Fund

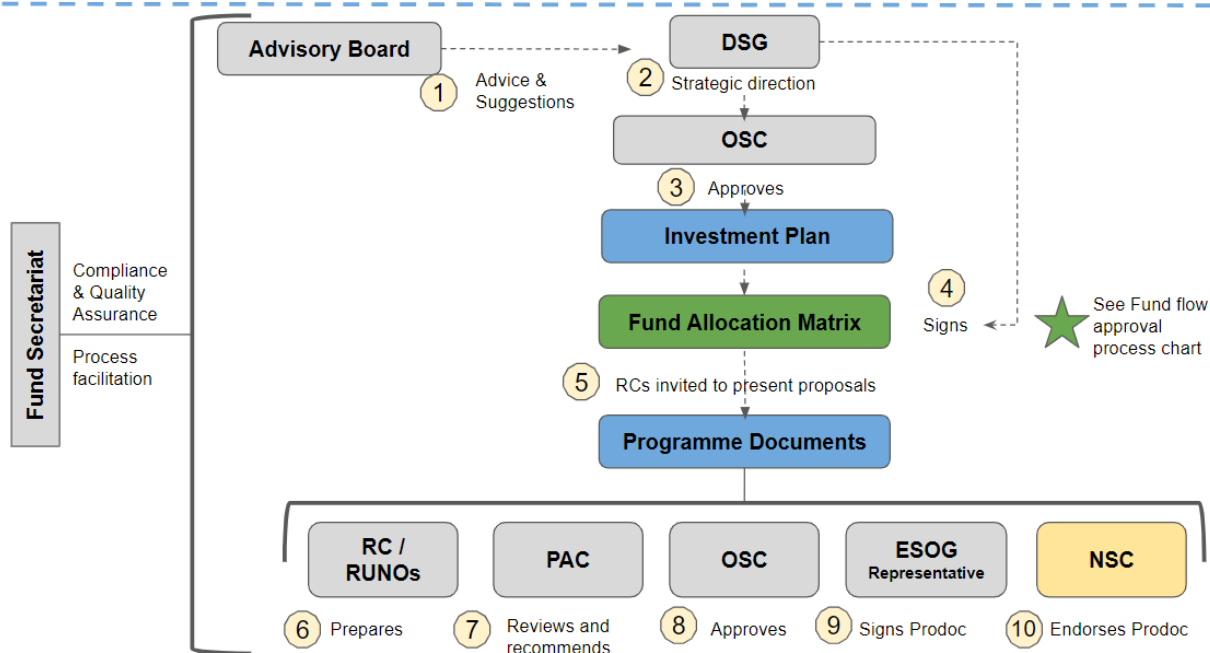
As a demonstration fund for the implementation of the UN Development System Reforms and a model for SDG acceleration, Spotlight Initiative provides an innovative programming architecture, aimed at improving coordination and collaboration between stakeholders, better responding to the needs of women and girls on the ground, while reducing transaction and

administrative costs. It has been selected by the UN System as a High Impact Initiative, to mobilize support from key actors on the SDGs and accelerate progress on the realization of Agenda 2030.

Spotlight Initiative 2.0 Fund will have the following functions:

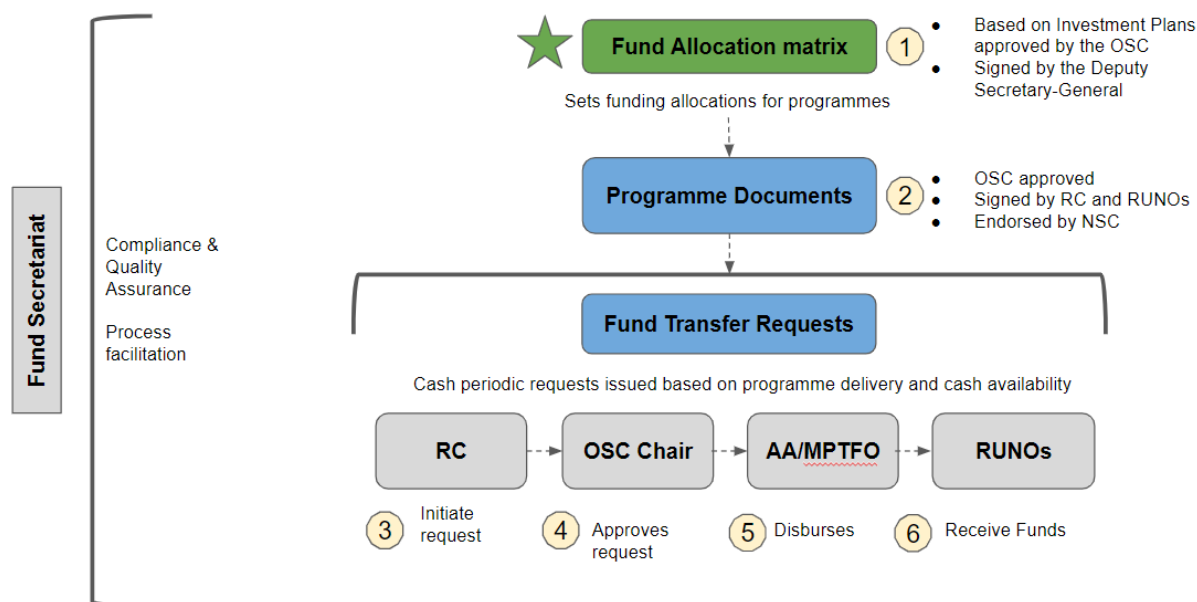
- **Coordination and alignment:** Enable a platform to streamline communication across entities and programming countries;
- **Coherence and consolidation:** Develop synergies among different players to avoid fragmentation and duplication; and provide consolidated reporting of the Fund's operation;
- **Strategic allocation of resources:** Establish an inclusive decision-making structure to effectively allocate funds, based on robust needs analyses; and facilitate rapid fund disbursement;
- **Clear division of labour and transparency:** Ensure transparency and accountability by operating under a clear division of responsibilities between fund administration, operation and implementation; and using a public on-line platform to publish real-time information;
- **Broadening of the financial base:** Convene traditional and emerging donors, and provide greater global visibility on ending violence against women and girls;
- **Reduction of transaction costs:** Leveraging the MPTF model will accrue minimal transaction costs for donors (single contribution agreement and consolidated reporting), Governments (one entry point for coordination with the UN) and the Secretary-General (strategic oversight of the entire operation);
- **Catalytic/matching ability:** Leverage the Fund to crowd in more funding through matching global funding with funding from country-level partners.

## Programmatic approval process





## Fund disbursement approval process



See section 6.3 on a further description of the Investment Plans and Fund Allocation Matrices.

### 4.2. Fund Governance and Advisory Bodies

#### A. Global-Level Governance

##### Executive Office of the Secretary General leadership

The Fund will operate under the overall leadership of and decision-making by the United Nations **Deputy Secretary-General**, who will:

- Oversee and provide overall strategic direction to the Fund as the final decision-maker.
- Provide strategic direction on investment strategies to guide the Fund Secretariat preparation of Investment Plans for further approval by the Operational Steering Committee.
- Provides vision and strategic guidance on resource mobilisation strategies and activities;
- Approve the Fund Allocation Matrix, including financial allocations and funding decisions based on the Investment Plans approved by the Operational Steering Committee;
- Oversee overall progress against expected results.
- Approves the revision of the Fund's Terms of Reference recommended by the Operational Steering Committee.

The Deputy Secretary-General delegates the signature of the Programme Documents to the designated EOSG representative. Delegation will be done in accordance with Secretary-General's

bulletin on the “Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules”, dated 17 December 2018 (ST/SGB/2019/2).

The Deputy Secretary-General will receive advice and suggestions from the Advisory Board, to inform decisions as appropriate.

### **Advisory Board**

The Deputy Secretary-General will appoint the Spotlight Initiative 2.0 Advisory Board. The Advisory Board acts as the overarching high-level forum that facilitates consultation among key stakeholders and provides advice and suggestions to the Deputy Secretary-General.

The Advisory Board is comprised of the following members:

- Co- Chair: UN DCO representative - Assistant Secretary-General level
- Co- Chair: UN Women representative, at Head of Agency level
- Representative of one of the Recipient UN agencies represented at the OSC, at Head of Agency level - two-year rotation, in representation of all other Recipient UN Agencies
- Five largest donors
- European Commissioner DG INTPA - as a founding partner, for the first 3 years
- Civil Society Global Reference group (CS-GRG) representative - self nominated ensuring 20% representation in this body.

Representatives of Civil Society may be denied membership in the CS-GRG if, on review by the Fund’s decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

Observers including those representing country and regional UN or external counterparts may be invited by the Co-Chairs.

The Advisory Board will aim to meet twice a year, as needed, and will provide advice and suggestions including on:

#### *Strategic priorities:*

- Provide strategic advice and inputs to the Deputy Secretary-General, including on priorities for investments and regional/country coverage.
- Review the progress against expected results through the consolidated Annual and Final Narrative and Financial Reports prepared by the Fund Secretariat and the MPTF Office respectively, and offer advice for acceleration of progress.
- Review global evaluations.
- Advise on flexible adaptation of the Initiative’s architecture and activities, and reflect changing priorities and strategies.

- Comment and advise on revisions to the Fund's Terms of Reference based on the Operational Steering Committee recommendation, for Deputy Secretary-General's final approval.

*Partnerships and advocacy:*

- Advocate for the Initiative and a comprehensive approach to the elimination of violence against women and girls to raise the profile of the issue and garner support for the Initiative in their respective spheres of influence.
- Serve as an engagement platform for political dialogue, coordination, communication and advocacy among stakeholders, including the Group of Friends and relevant Permanent Representations.
- Advise on the Fund's resource and replenishment status and resources mobilisation strategies.
- Actively support resource mobilisation by leading/actively participating in replenishment conferences, round tables, other high visibility events or publications.
- Amplify the global knowledge work and lessons learned by feeding them into relevant policy discussions, including on gender-based violence, UN Reform and the SDG agenda.

Standard rules and procedures of the Advisory Board will be further outlined in the Programme and Operations Manual.

### **Operational Steering Committee**

The Operational Steering Committee's (OSC) role is to make investment planning and programme allocations for the final decision by the Deputy Secretary-General (DSG) through the approval of the related Fund Allocation Matrix.

The Operational Steering Committee will be comprised of the following members:

- Chair: A representative of the Executive Office of the Secretary General, under the authority of the Deputy Secretary-General - Director level<sup>5</sup>
- Representatives of five Spotlight Initiative Recipient UN Organisations (self-nominated amongst all RUNOs)- Director level
- Representative of the UN Development Coordination Office - Director level
- Advisory role: Representatives of the Civil Society Global Reference group (CS-GRG) - self nominated ensuring 20% representation in this body.

Advisory members of the Operational Steering Committee do not have voting rights and will not take part in decisions related to the revision of the Fund's Terms of Reference, nor in respect of financial, programmatic or human resources for the Fund or any of its programmes. Representatives of Civil Society may be denied membership in the CS-GRG if, on review by the

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<sup>5</sup> Delegation will be done in accordance with Secretary-General's bulletin on the "Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules", dated 17 December 2018 (ST/SGB/2019/2).

Fund's decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

Observers including representing country and regional UN or external counterparts may be invited by the Chair.

The Deputy Secretary-General delegates the signature of the Programme Documents to the designated EOSG representative.<sup>6</sup>

The Operational Steering Committee will make decisions by consensus and aim to meet quarterly or as needed to efficiently carry out the following roles and responsibilities:

- Approves the Initiative's **Investments Plans** proposed by the Fund Secretariat, in line with overall direction set by the Deputy Secretary-General.
- Approves **programme proposals** considering the advice of the Programme Appraisal Committee, in accordance with approved Investment Plans and the approved **Fund Allocation Matrix**.
- Solicits and considers Civil Society Global Reference group recommendations and feedback.
- Approves the Fund's Programme and Operations Manual and Risk Management Strategy and reviews them periodically.
- Reviews consolidated Annual and Final Narrative Reports prepared by the Fund Secretariat and consolidated Annual and Final Financial Reports prepared by the Administrative Agent, and issues recommendations.
- Reviews and issues recommendations related to evaluations and is informed of management responses prepared by the Secretariat.
- Recommends how global knowledge work and lessons learned can be fed into relevant wider policy discussions, amplified for wider impact, synergies and opportunities.
- Endorses and assesses the resource mobilisation strategy prepared by the Fund Secretariat and recommends and implements, where appropriate, related interventions based on direction by the Deputy Secretary-General.
- Actively supports resource mobilisation efforts such as replenishment conferences and donor engagement.
- Approves the Fund Secretariat multi-year strategy and workplan, and the direct costs budget required to adequately perform its expected functions, including evaluations.
- Recommends revisions to the Fund's Terms of Reference and refers revisions to the Advisory Board for comments and advice, for final approval by the Deputy Secretary-General.

In addition, the Chair of the OSC has the following specific functions:

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<sup>6</sup> Ibid.

- Approves Fund Transfer Request, on request by the UN Co-Chair of the National Steering Committee (the UN RC or equivalent), in line with the Fund Allocation Matrix, for submission to the AA.
- Oversees the initiative's management responses to evaluations.

The decision-making process and other standard rules and procedures of the OSC will be further outlined in the Programme and Operations Manual.

### **Programme Appraisal Committee (PAC)**

The OSC will consider the technical review, opinions and recommendations of the Programme Appraisal Committee in deciding on programme approvals. The PAC will be comprised of the following members, all with technical expertise in ending violence against women and girls:

- Chair: Representative of the Executive Office of the Secretary General<sup>7</sup>
- Representatives of the five Spotlight Initiative Recipient UN Organisations represented at the OSC.
- Representative of two other Recipient UN Organizations (based on rotation amongst those interested)
- Civil Society Global Reference group (CS-GRG) representative - self nominated ensuring 20% representation in this body.
- Two representatives of the Spotlight Initiative Global Team (Fund Secretariat and HIVE team)

Representatives of Civil Society may be denied membership in the CS-GRG if, on review by the Fund's decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

The Programme Appraisal Committee will aim to meet as needed to efficiently carry out the following roles and responsibilities:

- Assess programme proposals presented by RCs (or their equivalent) through a light review, as conveyed by the Fund Secretariat in view of recommending funding decisions for specific programmes based on the guidance issued by the OSC and the Advisory Board.
- Assess programme technical quality.
- Assess intervention relevance ensuring that the projects submitted to the OSC are (i) aligned to the Fund's TOR and Investment Plan; and (ii) developed in consultation with relevant national institutions.
- Assess the coherence of technical competency and expertise of agencies submitting the proposals with proposed interventions.

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<sup>7</sup> Delegation will be done in accordance with Secretary-General's bulletin on the "Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules", dated 17 December 2018 (ST/SGB/2019/2).

- Provide recommendations for consideration by the OSC on various aspects of Fund operation, management, programming, programme portfolio development, capacity support to programmes and strategic direction as needed.

The PAC will uphold a no conflict-of-interest approach in fulfilling its functions. To ensure this, there will be a rotation of RUNO participation, the Investment Plans and the Programme and Operations Manual will propose a clear system for country and programme selection and transparent standard rules and procedures for the PAC. Further responsibilities, rules and procedures of the PAC will be further outlined in the Programme and Operations Manual.

### **Civil Society Global Reference Group**

Spotlight Initiative established a Civil Society Global Reference Group (CS-GRG) as an institutional mechanism to harness civil society expertise to strengthen the Initiative's effectiveness and accountability to women's movements and women's rights organisations. The CS-GRG has a triple responsibility: to advocate and to advise Spotlight Initiative for the realisation of its objectives, and to hold the Initiative accountable for its commitments.

The CS-GRG is a group of pre-eminent global experts on eliminating violence against women and girls and harmful practices (HP), on women's rights, as well as on gender justice more broadly. CS-GRGs are constituted via an independent process led by civil society and facilitated by the UN through the Fund Secretariat and involving no other stakeholders. They represent broad geographical, technical and experience diversity. The CS-GRG nominates its members to serve as advisors on the Advisory Board and Operational Steering Committee.

As an advisory body, the Civil Society Global Reference Group will:

- Offer strategic advice and suggestions related to the direction of Spotlight Initiative and on policy issues on eliminating violence against women and girls with reference to the needs of local, regional and global women's movements;
- Offer advice and recommendations to the Spotlight Initiative 2.0 Fund Advisory Board and to the Operational Steering Committee, including the Programme Appraisal Committee on Spotlight Initiative's implementation;
- Support the embeddedness of the women rights organisations perspectives in efforts at dissemination of the messages of Spotlight Initiative on violence against women and girls to the public, from the global to the community level, especially to marginalised and vulnerable groups and relevant media;
- Engage with civil society reference groups at national and regional level (CS-NRGs and CS-RRGs) in collective monitoring of and advocacy to Spotlight Initiative in support of the Initiative's objectives (such as ensuring funding reaches grassroots women's rights organisations and leaving no-one behind, among others).

As an advisory body, the Civil Society Global Reference Group do not have voting rights in the OSC and will not take part in decisions related to the revision of the Fund's Terms of Reference, nor related to financial, programmatic or human resources for the Fund or any of its programmes.

The nomination process of members and other standard rules and procedures of the Civil Society Global Reference Group will be further outlined in the Programme and Operations Manual. Membership may be denied if, on review by the Fund's decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

## B. Country-Level Governance

### **National Steering Committee**

The National Steering Committee role is to provide country programme level governance, strategic direction, and advice for decisions related to, or that affect programme budget and funding, the National Steering Committee will provide an endorsement with the approval resting with the UN Resident Coordinator to ensure due UN accountability. Its main role is twofold: first, to safeguard that programmes are implemented in keeping with "Spotlight Initiative Key Principles" reflected in the respective programme document. The National Steering Committee will be guided by the overall strategic priorities from the Spotlight Initiative 2.0 Fund Operational Steering Committee. Second, to take stock of programme progress, and provide guidance and advice as to its implementation.

The National Steering Committee is the country-level coordination mechanism and is aligned with the priorities and context of each country (or equivalent programme context). This reflects the initiative's principles, along with inclusiveness, transparency, accountability, consensus-based decisions, country participation and ownership. To the extent possible, existing structures will be used rather than establishing new ones, using for example the UN Sustainable Cooperation Framework results groups.

Spotlight Initiative focuses on Country Programmes. However, should the Initiative engage in programmes that are not single country centred, such as global, cross-border, regional or thematic, an equivalent structure will be set up to ensure programme-level governance.

The National Steering Committee will be comprised of the following members:

- Co-Chair: UN Resident Coordinator
- Co-Chair: Lead Government entity (at equivalent level to the UN RC)
- Other relevant national government representation
- Representatives of the Recipient UN Organizations
- Representatives of the Civil Society National Reference group (SC-NRG) - self nominated by the group (ensuring at least 20% representation)

Representatives of Civil Society may be denied membership in the CS-GRG if, on review by the Fund's decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

It is recommended the National Steering Committee meets twice annually, or more frequently as required to efficiently carry out its functions.

The National Steering Committee will:

- Endorse Spotlight Initiative 2.0 Country Programme document and budget (or equivalent programme level) in line with the Fund Allocation Matrix.
- Review overall implementation status of Spotlight Initiative 2.0 country programme and advise on strategic direction and corrective measures.
- Review Annual Programme Narrative and Financial reports.
- Review Spotlight Initiative 2.0 Country Programme's delivery status.
- Endorse Annual Work Plans, budget revisions and no-cost extensions for UN co-Chair approval.
- Propose and endorse programmatic and implementation set-up revisions, including changes in thematic and geographic scope for UN co-Chair approval.
- Endorse programme risk management strategy annually and monitor it regularly.
- Manage country-level stakeholder relationships.
- Receive recommendations issued by the Advisory Board, Programme Appraisal Committee, and the Fund Secretariat.
- Safeguard that "Spotlight Initiative Key Principles" are maintained throughout implementation of Spotlight Initiative 2.0 Country Programme.
- Safeguards the meaningful engagement of the Civil Society National Reference Group and women's rights organisations, especially at grass-roots level, across the programmatic set up and implementation.

The **UN Resident Coordinator** will provide oversight of the programme, by co-chairing the National Steering Committee along with the co-chair, Government counterpart, who should as priority be the Minister responsible for national development or similar (finance, planning, development, etc). As UN co-chair of the Steering Committee, the Resident Coordinator will be responsible for:

- Providing strategic leadership of the Spotlight Initiative 2.0 Country Programme, in coordination with the co-chair and other members of the UNCT;
- Ensuring that the Spotlight Initiative 2.0 Country Programme aligns with the UNSDCF, national development needs and priorities and the 2030 Agenda;
- Mobilising resources and partnerships for the Spotlight Initiative 2.0 Country Programme in coordination with the UNCT, based on the UNSDCF resource mobilisation strategy;
- Oversee management of the Spotlight Initiative 2.0 Country Programme, including approving any financial, programmatic and human resources aspects of the programme. This includes approving Annual Work Plans, budget revisions and no-cost extensions and all budget related adjustments within the total financial allocation approved by the Deputy Secretary General, based on the prior endorsement by the National Steering Committee, and seeking Operational Steering Committee approval when revision thresholds as established in the Programme and Operations Manual are surpassed<sup>8</sup>.

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<sup>8</sup>Delegation will be done in accordance with Secretary-General's bulletin on the "Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules", dated 17 December 2018 (ST/SGB/2019/2).



- Initiate **Fund Transfer Requests** addressed to the Administrative Agent on behalf of the Spotlight Initiative 2.0 Country Programme, for approval by the Chair of the Operational Steering Committee, in line with the Fund Allocation Matrix approved and signed by the Deputy Secretary-General<sup>9</sup>;
- Supervising the Spotlight Initiative 2.0 Programme Coordination Team, and deploying best efforts to host its members within the premises of the Resident Coordinator's Office, or at least co-locating them, notwithstanding the fact that the programme will be under RUNO implementation;
- Signing National Steering Committee meetings' minutes and decisions and share them with the Fund Secretariat to inform the Deputy Secretary-General and Operational Steering Committee;
- Ensuring the UN implementing team shares information with the Fund Secretariat to maintain an active link with the global level of the initiative, engages proactively in the global knowledge, communications and advocacy efforts and results aggregation.

The roles and responsibilities of the Co-chairs, the decision-making process and other procedures and protocols of the National Steering Committee are further outlined in the Programmes and Operations Manual and in the country-level terms of reference for the NSC.

### **Civil Society National Reference Group**

To complement the engagement of the Civil Society Global Reference Group (CS-GRG), Spotlight Initiative programmes will establish Civil Society National Reference Groups (CS-NRG) as institutional mechanisms to harness civil society expertise to strengthen the Initiative's effectiveness and accountability to the women's movement for the programme level (at national level or equivalent in case of other types of programmes, regional reference groups may also be established). The CS-NRG has a triple responsibility — to advocate and to advise Spotlight Initiative, informed by the women's and feminist movements, as partners for the realisation of Spotlight's objectives and to hold the Initiative accountable for its commitments.

The CS-NRG is a group of national and local experts on eliminating violence against women and girls and harmful practices (HP) as well as on women's rights more broadly. The CS-NRG will be constituted via an independent process led by civil society and facilitated by the UN and involving no other stakeholders. They represent broad local geographical, technical and experience diversity. The CS-NRG nominates its members to serve on National Steering Committee of Spotlight Initiative as full voting representatives (civil society representatives must comprise a minimum of 20% of the total membership of all multi-stakeholder committees/groups that form part of the governance structure of the Initiative at the country level).

Civil Society National Reference Groups will:

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<sup>9</sup> Ibid.

- Provide advice on the overall strategic direction of the Spotlight Initiative's Country Programme and on cutting-edge national policy issues on eliminating violence against women and girls;
- Support dissemination of the messages of the Spotlight Initiative on eliminating violence against women and girls to the public, from the national to the community level, especially to marginalised groups, youth and the media;
- Serve as an interactive space and open forum for dialogue between Spotlight Initiative and women's rights organisations, groups and networks working on eliminating violence against women and girls and Harmful Practices, including on global, regional, national and local developments, trends and risks related to such work;
- Provide feedback (including via an annual monitoring report) on the Spotlight Country Programme's implementation as well as advice on addressing challenges;
- Periodically connect with the global Civil Society Reference Groups to share knowledge and lessons learnt as well as develop solutions to common challenges, with a view to supporting the achievement of the Initiative's results.

As an advisory body, the Civil Society National Reference Group will not take part in decisions related to the revision of the Fund's Terms of Reference, nor related to financial, programmatic or human resources for the Fund or any of its programmes.

The nomination process of members and other standard rules and procedures of the Civil Society National Reference Group will be further outlined in the Programme and Operations Manual. Membership may be denied after careful review by the Fund's decision-making bodies or the Resident Coordinator as the UN co-chair of the National Steering Committee, if, on review by the Fund's decision-making bodies, there is conflict of interest or non-alignment with UN principles and values.

### ○ 4.3. Fund Management

#### **The Spotlight Initiative Global Team**

The Global Team will be hosted in DCO on behalf of EOSG.

#### **Fund Secretariat**

The Fund Secretariat Team is in charge of day-to-day management and operations of the Spotlight Initiative 2.0 Fund. The Fund Secretariat has strong managerial, technical and operational capacity to ensure effective and efficient management of the Fund. To ensure operational agility the Fund Secretariat is led by a Global Coordinator, who leads the Global Team overall, with discretion to act and respond quickly to fund-specific needs. The Global Coordinator will be supervised by EOSG and the entire team will be hosted in DCO on behalf of EOSG.

The Fund Secretariat provides substantive technical and management support to the Deputy Secretary-General, the Advisory Board and the OSC. The Fund Secretariat implements the

direction and decisions of the Deputy Secretary-General and the Operational Steering Committee. As per the Fund MOU and SAA, the costs of such support may be charged as direct costs to the Spotlight Initiative 2.0 Fund through a project approved by the Deputy Secretary-General through the OSC. The Direct Cost project budget will be contained and regularly reviewed.

The structure of the Fund Secretariat structure and expertise will reflect the assigned functions and can be reviewed by the OSC and decided upon by the Deputy Secretary-General to reflect needs and budget availability. The Fund Secretariat will prepare a multi-year Direct Cost Project Document, work plan and budget to be approved biennially by the Deputy Secretary-General through the OSC.

The Functions of the Fund Secretariat include:

*(i) Substantive servicing of the Spotlight Initiative 2.0 Fund's governance and advisory structures*

- Convenes and prepares for meetings of the Advisory Board and OSC (including the PAC), hold records of advice, suggestions and - in the case of the OSC - of decisions through minutes of the meetings;
- Implements the directions outlined by the Deputy Secretary-General and executes decisions made by the OSC;
- Advises the Advisory Board and OSC in close collaboration with the Administrative Agent on strategic investment priorities, regional and country level financial allocations, programme implementation performance and fund management and compliance;
- Is informed of decisions made by National Steering Committees, issues recommendations and updates the governance bodies with key information;
- Supports the work and meaningful engagement of the Global Civil Society Reference Group;

*(ii) Investment plans and fund programming*

- Develops **Investment Plans** including thematic, regional and country allocation envelope proposal for OSC approval and the related **Fund Allocation Matrix** for Deputy Secretary-General's approval;
- Develops country eligibility and prioritisation criteria, including the design and issuing of expressions of interest as requested by the Deputy Secretary-General and/or the OSC Chair;
- In consultation with PAC, recommends programme proposals for approval by the OSC in accordance with Investment Plans approved by the OSC.

*(iii) Programmatic and operational*

- Elaborates, updates and ensures compliance of the Programme and Operations Manual and the Risk Management Strategy;
- Provides country support to the launch, implementation roll out and closure of programmes at programmatic and compliance level;

- Ensures compliance of **Fund Transfer Requests** requested by the UN RC and submits Fund Transfer Requests to the Chair of the OSC for approval and further to the Administrative Agent for execution of the transfer;
- Liaise with the Administrative Agent on fund and cash management plan, legal and contractual compliance, and on operational, financial and administrative issues.

*(iv) Technical excellence, Monitoring, Knowledge Management, Evaluation and Reporting*

- Safeguards the “Spotlight Initiative Key Principles” throughout investment planning, programme design and implementation;
- Ensures technical excellence of programmes through global and regional-level guidance as well as through dedicated country support;
- Strengthen knowledge generation and management of the Fund’s programmes and the collection of good practices and lessons learned;
- Ensures that harmonised and coherent communications and visibility strategies are implemented across the programme portfolio;
- Maintains a global monitoring system to generate programme and consolidated data on results for informed decision making of stakeholders and lessons-learning;
- Produces annual and final consolidated global narrative reports, based on programme-level annual and final narrative reports;
- Manages global evaluations and assessments as requested by the Deputy Secretary-General or the Operational Steering Committee and as specified in the Programme and Operations Manual;
- Develops and maintains one integrated platform for programme design, management and reporting.

*(v) Liaison and Coordination*

- Facilitates collaboration and communication with and between all stakeholders including between the Advisory Board, Group of Friends, OSC (including PAC), Donors, RUNOs and the Resident Coordinators and UNCTs as needed;
- Establishes and facilitates a regular inter-agency coordination mechanism for all RUNOs for consultations and coordination at HQ level.

*(vi) Fund development, partnerships and resource mobilisation*

- Develops the resource mobilisation strategy, for endorsement of the OSC and approval by the Deputy Secretary-General;
- Leads the implementation of the approved resource mobilisation strategy, including by allocating sufficient resources for its execution; follows up with the Deputy Secretary-General, the Advisory Board and the OSC on priority actions requiring their involvement and strategic support;
- Manages relations with existing and prospective donors;
- Gathers intelligence on donor and key partner development cooperation and investment strategies in the substantive field of work, at global, regional and country level;
- Engages in new partnerships development and resource mobilisation efforts;
- Organises an annual resource mobilisation high profile event;

- Leads communications, advocacy and engagement efforts focused on donor relations and resource mobilisation in coordination with the Global Platform.

### **HIVE Team**

Spotlight Initiative's High-Impact Programme for Violence Elimination by 2030 (HIVE UN Joint Programme), is a UN Joint Programme of the EOSG, UN WOMEN, and UNDP, funded by the European Union. The HIVE Team consists of UN personnel, subject to UN staff rules and regulations, reporting to the Spotlight Initiative Global Coordinator.

HIVE aims to sustain and contribute to increased global awareness, comprehensive and effective country programmes, knowledge sharing and networking on ending violence against women and girls as a means to consolidate the results of the Spotlight Initiative Fund's work. It has an initial three-year duration (2024-2026). Its work will complement the work of the Fund Secretariat. This programme falls under the overall umbrella framework of Spotlight Initiative, as depicted in Appendix A, and will therefore work closely with the Fund.

The HIVE team's role has been established to complement the functions of the Fund Secretariat, ensuring the Fund Secretariat has access to a strong technical arm with expertise on EVAWG, advocacy and knowledge generation. Overlap or duplication with the Fund Secretariat will be avoided through close coordination between the HIVE Team and the Fund Secretariat, under the leadership of the Spotlight Initiative Global Coordinator. The HIVE team supports the transition of Spotlight Initiative into the 2.0 Fund and complements its functions. Specifically, HIVE will: 1) protect and package the 'brand' and comprehensive model of Spotlight Initiative to share, including with non-programming countries ensuring universality; 2) support new countries to come on board including with surge capacity for programme development 3) support existing countries to continue their work 4) expand data and knowledge on ending violence against women and girls 5) continue to support, mobilise and advocate with civil society 6) leverage global communications, advocacy and resource mobilisation. The programme will be oriented around research and data collection and dissemination, model ending violence against women and girls programming, civil society engagement, communications and advocacy, and partnerships.

The HIVE team will be co-located with the FS team and work in daily collaboration. Upon completion of the HIVE UN Joint programme the functions of the HIVE team will be assessed for absorption into the Fund Secretariat Team to ensure the Fund Secretariat is able to continue covering the areas of work described above.

## **○ 4.4 Fund Administration**

### **The Administrative Agent**

Spotlight Initiative 2.0 Fund is administered by the UN MPTF Office under the pass-through management modality. The Fund's administration services performed by the MPTF Office include:

- Fund establishment: support to the Fund's design process (Terms of Reference [TOR]) and development of legal instruments;
- Sign a Memorandum of Understanding (MOU) with the Deputy Secretary-General and sign a Memorandum of Understanding with Recipient UN Organizations;
- Sign Standard Administrative Arrangements (SAA) with donors and receive contributions from donors that wish to provide financial support to the Fund;
- The Fund administration: receipt, administration and release of funds to Recipient UN Organizations; administer funds received in accordance with its regulations, policies and procedures, as well as the relevant MOU and TOR and SAA, incl. the provisions relating to winding up the Fund account and related matters;
- Subject to availability of funds, disburse such funds to each of the Recipient UN Organizations in accordance with the Fund Allocation Matrix and decisions from the Deputy-Secretary General;
- Financial reporting: ensure consolidation of statements and reports, based on submissions provided by each Recipient UN Organization.
- Submit consolidated narrative and financial reports to the Deputy-Secretary General, Advisory Board, OSC, and donors that have contributed to the Spotlight Initiative 2.0 account and Recipient UN Organizations;
- Provide final reporting, including notification that Spotlight Initiative 2.0 has been operationally completed;
- Disburse funds to any Recipient UN Organization for any additional costs of the task that the Operational Steering Committee may decide in accordance with the approved programmatic documents;
- Provide tools for fund management to ensure transparency and accountability; provides real-time financial data feedback generated directly from its accounting system, Quantum, so partners and the general public can track contributions, transfers and expenditures on the publicly available MPTF Office [Partners Gateway](#).

The MPTF Office 1% fund administration fee from received contributions covers all Administrative Agent costs throughout the fund life cycle from design, initiation and implementation to fund closure.

## ○ 4.5 Fund Implementation

### **Recipient UN Organizations**

The Fund will be implemented primarily through UN Agencies as Recipient UN Organizations (RUNOs). The choice of RUNOs will be decided at country level by the UN Resident Coordinator based on their context-specific expertise and fit to key elements of the country programme rather than global mandate, with a strong emphasis on new models of coordination, synergies and cooperation within UN Country Teams. Spotlight Initiative thus promotes a more

coordinated way of delivering for the UN, working to demonstrate the effective implementation of the UNDS Reform.

All programmes will be implemented under a joint programme approach of 3 or more Recipient UN Organizations, with 5 recommended as the maximum number (but with flexibility for country context and need). Where Spotlight Initiative programmes derogate from the October 2022 UNSDG “Guidance Note on a New Generation of Joint Programmes”, this will be duly noted.

UN Organizations become Recipient UN Organizations by signing a Memorandum of Understanding with the MPTF Office. Each Recipient UN Organisation shall demonstrate consistency of the “Spotlight Initiative Key Principles”. After signing the Memorandum of Understanding with the Administrative Agent, the Recipient UN Organization will be able to receive resources from the Spotlight Initiative Fund.

Each Recipient UN Organization shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Such funds will be administered by each UN Agency, Fund and Programme in accordance with its own regulations, rules, directives and procedures. Each Recipient UN Organization shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

While respecting their rules and regulations, Recipient UN Organisations commit to zero tolerance for fraud, corruption and sexual exploitation and abuse; protection of whistle-blowers; public disclosure; gender and social inclusion; and use of adequate complaints mechanisms. The Programme and Operations Manual also presents the policies and principles that the recipients of the Spotlight Initiative 2.0 Fund seek to uphold. In addition, Recipient UN Organizations commit to managing all other contextual and programmatic risks identified by the OSC and Advisory Board with the utmost care. The Recipient UN Organizations are expected to be proactive in reporting those risks to the Fund Secretariat and Administrative Agent.

All other costs incurred by each Recipient UN Organization in carrying out the approved programmatic activities for which it is responsible under the Fund will be recovered as direct costs. Indirect costs of the Recipient UN Organizations will be 7% according to UNSDG standards.

UN Agencies represented at the OSC and Advisory Board: A group of five UN Agencies will be self-selected amongst the RUNOs for membership into the OSC, with the option for rotation. In the Advisory Board one RUNO will have membership (two-year rotation), in representation of all other RUNOs in addition to UN Women that will have permanent representation. Select agencies will provide advice to the Spotlight Initiative 2.0 Fund given their mandate, expertise, capacities and historic link to the initiative.

Agency Focal Points: Spotlight Initiative will consult and coordinate with all recipient UN Organizations. The convening of all Recipient UN Organizations will be the Agency Focal Point (AFP) group, for which each organisation will nominate a representative and an alternate. Agency Focal Points should bring the expertise of the core mandate of their entity. Depending on the

working level and issue at hand representation may be delegated to a suitable agency representative. Agencies will ensure an appropriate internal set up is put in place for Agency focal point colleagues to ensure adequate capacities for their engagement and support to the Initiative from HQ level, including within the PAC. It is noted that such capacities at HQ level are maintained by the indirect cost generated by the participation in the Initiative.

The Agency Focal Point group will be convened by the Fund Secretariat or self-convene regularly to update and consult members on relevant Fund related issues. Members are expected to proactively bring issues and relevant information to the group and to the attention of the Fund Secretariat.

## ● 5. Contributions

Contributions to the Spotlight Initiative 2.0 Fund are accepted from member states, private foundations, international financial institutions, regional bodies, intergovernmental organisations, non-governmental organisations, private sector and individuals. Due diligence will be conducted for non-state actors.

In support of the overarching SDGs and to benefit from flexibility and adaptation of priorities, donors are encouraged to provide multi-year unearmarked resources. However, if this is not possible, earmarking at the thematic, outcome, regional or country levels can be considered.

Unearmarked contributions will be programmed as part of the investment plans that are prepared by the Fund Secretariat based on strategic guidance from the Deputy Secretary-General and approved by the OSC.

To maximise the Fund's investment and programming process, the Spotlight Initiative 2.0 Fund might consider the option of 'matching funds' to be mobilised from the country-level development partners. Specific criteria will be defined in the Programme and Operations Manual.

Funds should be provided in fully convertible currency and shall be deposited in the bank accounts designated by the MPTF Office as Administrative Agent. The value of a contribution-payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

**Private sector contributions:** Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide [Guidelines on Cooperation between the United Nations and the Business Sector](#) and endorsed by the OSC. Funds from the private sector will be subject to the outcome of applicable due diligence processes, including due diligence processes by Administrative Agent.

### **Capitalisation projections**



Based on the lessons learned of first-generation Spotlight Initiative programmes implemented from 2018 to 2023, the provided estimates are presented in the terms of reference to visualise the potential of a comprehensive, large-scale approach to ending violence against women and girls.

The target of USD 1 billion was set based on evaluations of the original programme, proof of concept delivered at EUR 500 million, and the position of the Fund as an SDG accelerator and SDG model fund sitting at the heart of UN priorities and system reforms with leadership at the highest levels of the UN. This goal will be achieved through progressive capitalization targets aiming for USD 100-300 million for year 1, USD 500-700 million by year 3 and setting the Fund to achieve its overall USD 1 billion target by year 5. Spotlight Initiative has proven to be 90% more effective than previous, traditional gender-based violence programmes, and hence the goal is realistic in scale and scope.

Replenishment events are to be held, on a regular basis, annually or at least every two years, to ensure an adequate capitalization of the Spotlight Initiative 2.0 Fund with active participation and support from members of the Advisory Board and RUNOs.

## ● 6. Programmatic arrangements

### 6.1 Programme and Operations Manual

The present TORs will be complemented by a Programme and Operations Manual (POM) to assemble all operational guidelines of the Spotlight Initiative 2.0 Fund that will be approved by the OSC in the first six months of Fund operationalization. The POM will be developed in consultation with recipient UN Agencies and the Civil Society Global Reference Group. In case of contradiction between the provisions of the TORs and the POM, the text of the Terms of Reference prevails.

### 6.2 Programming cycles and proposal sourcing

The Spotlight Initiative 2.0 Fund aims to programme available resources 1-2 times per year depending on the availability of resources for programming. Countries will be invited as per the approved Investment Plans. While Country Programmes will be the focus of the Fund's portfolio, regional and thematic programmes may also be considered.

Funding eligibility will be determined through a variety of indicators and considerations and recognised through the proposed Investment Plans and the Programme and Operations Manual. All programmes will be aligned with the UN Sustainable Development Cooperation Frameworks, national priorities and abide by the key Spotlight Initiative principles set herein.

The Fund reserves the right to award funding within the Investment Plans based on targeted invitations to specific UN Country Teams or on a competitive basis by issuing a call for Expressions

of Interest or a full-fledged Call for Proposals, with proposed programmes being assessed on interest, relevance and quality. Proposals will be submitted by the respective UN Resident Coordinator. The Fund Secretariat will design the requirements for those exercises based on the parameters set in the Investment Plan. Due attention will be made to avoid conflict of interest during the assessment process.

The Fund provides multi-year funding for four years, in line with the lessons learned from the first generation of Spotlight Initiative programmes. The Programme and Operations Manual will define extension possibilities and parameters for multiple funding rounds in the same country.

### 6.3 Fund Investment Plans

The Fund Secretariat will prepare Fund Investment Plan(s) based on the strategic direction of the Deputy Secretary-General. A single or multiple Investment Plans may be developed following regional or thematic investment strategies. Exceptionally Country Investment Plans may also be considered.

Based on research and UN Country Teams consultations findings, the Investment Plan (s) will be elaborated by the Fund Secretariat. Research will be complemented by third party assessments commissioned as necessary and mobilising the recipient UN Agencies expertise, particularly those represented at the OSC. The Investment Plan proposal will be in line with the overall direction set by the Deputy Secretary-General and will be approved by the OSC.

The Investment plan will draw down a top-level plan of action. It will be a strategic tool to demonstrate needs and provide a clear and focused scope for donors and implementing partners. The Investment plan will refine the scope of the Theory of Change, prioritise thematic areas, regions and countries, and propose an adequate mix of context for implementation, including countries with high needs and with high impact potential, countries with previous Spotlight Initiative interventions and new ones, and spanning across various development contexts and considering the development humanitarian nexus.

The Investment Plans will include:

- A brief contextual, stakeholder and needs assessment
- Theory of Change and modelling of expected results
- Risks and assumptions
- Identification of thematic and geographic priority areas
- Criteria for proposal sourcing and country selection and prioritisation
- Financial allocations for programmes including co-financing where applicable (this will be the basis for the Fund Allocation Matrix)
- Investment timelines

Upon approval of the Investment Plan by the OSC, a Fund Allocation Matrix will be prepared by the Fund Secretariat, summarising the financial allocations set in the Investment Plan. The Fund

Allocation Matrix will be presented to the Deputy Secretary-General for approval and will be the basis and framework under which any financial disbursement to programmes will take place. Consequently, Letters of Intent signed by the Deputy Secretary-General or OSC Chair will be issued to the respective UN Resident Coordinators to mobilise the UN Country Team for programme development.

## 6.4 Programme Development

Based on the Investment Plan, UN Country Teams led by the UN Resident Coordinator will initiate the development of programme proposals.

### **Proposal development**

A programme proposal will be developed in ownership by the national government, including the anchoring at the highest level of government and mobilisation of Ministries of Planning, Budget or equivalent that will ensure a whole-of-Government approach. Extensive consultations are expected with key stakeholders from the government, civil society, private sector, academia, media and traditional leaders. An Interim Civil Society National Reference group should be formed immediately to ensure the mobilisation of the Women's Right movement in the development of the programme proposal. The principle of leaving no one behind and the recognition of intersectionality related to the violence against women and girls should be reflected in the consultations.

The proposal should reflect the UN reform principles, with a clear leadership of the UN Resident Coordinator, reference to operational efficiency tools issued by UN DCO and reflect the most updated UNSDG Joint Programming guidance. Programme proposals will deeply reflect and uptake the "Spotlight Initiative Key Principles". Programme proposals are expected to incorporate an inception phase to allow focus on the team, operational and programmatic set up before core programmatic activities initiate.

Programme proposals are expected to be brief while meeting the following minimum requirements: 1) expected results and indicators are aligned with strategic objectives of Spotlight Initiative, 2) proposed activities are identified in consultation with beneficiaries and key stakeholders, and 3) the proposal includes a budget, risk analysis, proposed executing partners and geographical scope.

The list of full requirements will be issued by the Fund Secretariat in accordance with the relevant Investment Plan and following the provisions of the Programme and Operations Manual.

### **Proposal assessment and approval**

Programme proposals and budgets will be submitted to the Fund Secretariat for a systematic and comprehensive technical and programmatic review and quality assurance. Proposed Recipient UN Agencies will contribute to the review of the proposals via their respective Country Teams.

Quality assured, finalised programme proposals and budgets will be assessed by the PAC for approval recommendations to the OSC. In the case of proposals submitted via a competitive process, based on the related Investment Plan, the PAC may be requested to assess proposals before quality assurance by the Fund Secretariat.

Programme proposals that do not sufficiently reflect the “Spotlight Initiative Key Principles” will be declined or requested to re-submit.

Approval decisions will be shared by the Global Coordinator with the respective UN Resident Coordinators and recipient UN organisations and approved programme proposals will be shared with all the Advisory Board members for information.

#### **Indicative timeline for Programme Proposal approval**

- Proposal submission to Secretariat - Week 1
- Fund Secretariat Review\* - Week 2-5
- UNCT incorporation of feedback - Week 6-9
- Submission of finalised proposal - Week 10
- PAC Assessment\* - Week 11-13
- Approval by OSC - Week 14

\* The review by the Fund Secretariat and the PAC may be reversed in the case of a competitive process to incentivise good quality proposals from the onset.

After the programme proposal is approved, the UN RC will lead the UN Country Team into launching the first National Steering Committee for endorsement of the Programme Document approved by the Operational Steering Committee.

## **6.5 Monitoring, Evaluation and Reporting**

### **Monitoring and Evaluation**

Spotlight Initiative’s monitoring approach is based on the principles of Results based management (RBM). The Initiative promotes a management strategy focused on results that contributes to improving effectiveness and performance, including by challenging the traditional way the UN-System is used to operate. The Initiative's M&E approach aims to provide a common framework for inter-agency collaboration to support programme design, implementation and managing for development results, including through monitoring, evaluation and reporting.

Participatory Monitoring and Evaluation (PME): Grounded in the recognition of women and girls as rights holders and change-makers in their communities, Spotlight Initiative is committed to

implementing a participatory approach to M&E across the function and at all levels. PME is a participatory and inclusive approach to M&E whereby a range of stakeholders, including community members, are actively engaged in M&E activities. PME aims at effectively tracking programmatic achievements and challenges, while acknowledging and addressing deep-rooted power imbalances often reproduced by development programming.

By generating timely, accurate and reliable data, the M&E function is a key component of and aims to contribute to a robust RBM approach, ensuring that the right decisions are taken at the right time to improve programming. More specifically, the M&E function helps to ensure that Spotlight Initiative 2.0 programmes are:

- relevant to and aligned with regional, national and local needs and priorities
- implemented according to plan and contributing to defined result(s)
- sustainably managed and owned by communities and rights holders
- capturing unintended outcomes, challenges and/or bottlenecks and are subsequently able to course correct
- generating learning
- accountable to stakeholders

By doing so, the M&E function contributes to ensuring that Spotlight Initiative's interventions advance the rights, agency and empowerment of all women and girls (individually and collectively), including particularly those experiencing multiple and intersecting forms of discrimination.

Recipient UN Organizations are responsible for gathering data—a mandatory element reflected in every annual report; however, the Spotlight Initiative 2.0 Fund Secretariat is responsible for the continuous monitoring and evaluation of programmes, providing guidance to implementing partners on performance indicators and methods of data collection and analysis. The Spotlight Initiative 2.0 Fund Secretariat consolidates programme-level information in a central, results-based management system. Performance data is gathered at outcome and output levels. On-site monitoring plans will be developed and carried out by Recipient UN Organization and implementing partners within the framework of Spotlight Initiative 2.0 Programme using programme funds.

Evaluations offer the opportunity to test the theory of change underpinning a programme, as well. By testing its assumptions, and analysing the drivers of change, an evaluation is able to surface what works, what does not and, importantly, why, allowing a programme to change course if needed to accelerate progress toward its intended results. By providing credible, reliable and useful findings and recommendations, evaluation will demonstrate accountability, generate knowledge and learning (including for the ending violence against women and girls evidence base more broadly, and inform the Initiative's decision-making and programming. The Fund Secretariat will manage evaluations and other thematic or ad hoc assessments as requested by the Deputy Secretary-General or the Operational Steering Committee and as specified in the Programme and Operations Manual. All evaluations will be presented for review and recommendations by the Advisory Board and OSC. At programme level the National Steering

Committee may also commission evaluations and other thematic or ad hoc assessments covered by the programmes' budget.

## **Reporting**

The Spotlight Initiative 2.0 Fund will produce annual and final narrative and financial reports. Responsibilities and timelines related to reporting are described in detail in the Memorandum of Understanding and Standard Administrative Arrangement.

### **Programme Narrative Reports**

The RCO will submit the following reports in accordance with the approved format, based on the contributions from Recipient Organizations to the Fund Secretariat:

- Annual narrative reports covering the calendar year from 1 January - 31 December, due no more than 3 months (March 31) after the end of the calendar year. These reports provide detailed information on the contributions of the programme during the reporting year and include information on governance structures, partnerships, results, challenges and lessons learned, as well as innovative, promising, or good practices, opportunities for the Initiative, communications efforts and ways forward.
- Final narrative reports after the end of activities contained in the program document, including the final year of such activities, are to be submitted no more than 4 months (April 30) in the following year after the financial closure of the programme.

In addition to the above, Spotlight Initiative programmes will share with the Fund Secretariat inception reports providing an overview of the implementation status after the initial 6 months with the purpose of allowing early support as needed.

### **Programme Financial Reports**

For each funded programme, the Recipient Organisations will submit the following financial statements and reports to the Administrative Agent:

- Annual financial statements and reports as of December 31, with respect to the fund disbursed to it from the Fund to be provided no later than four (4) months (30 April) after the end of the calendar year.
- Final certified financial statements and financial reports after the completion of activities contained in the programme document, incl. the final year of such activities, to be submitted no more than 5 months (May 31) in the following year after the financial closure of the programme or according to the time period specified in the financial regulations and rules of the Recipient UN Organization, whichever is earlier.

In addition to the annual financial reporting, all Recipient Organizations are strongly encouraged to provide each quarter, financial reports on expenditure incurred as of 31 March (Q1), 30 June (Q2) and 30 September (Q3) in each calendar year through the Administrative Agent's reporting system (UNEX).

## Fund Reports

The Administrative Agent shall provide to the Deputy Secretary-General, Advisory Board, Operational Steering Committee and Donors the following reports:

- Annual Consolidated Fund Reports no later than 5 months (31 May) after the end of the calendar year. They will consist of:
  - a. The Consolidated Annual Narrative Report prepared by the Secretariat; and
  - b. An Annual Consolidated Financial Report based on the Annual Financial Reports provided by the Recipient Organisations;
- A Certified Annual Financial Statement (“Source and Use of Funds [SOUF]”) to be provided no later than five months (31 May) after the end of the calendar year;
- A Final Consolidated Narrative Report, prepared by the Secretariat, no later than 5 months (31 May) after the end of the calendar year in which the operational closure of the Fund occurs;
- A Final Consolidated Financial Report, based on Certified Final Financial Statements and Final Financial Reports received from Recipient Organizations, no later than 5 months (31 May) after the end of the calendar year in which the financial closure of the Fund occurs.
- A Certified Final Financial Statement (“SOUF”) to be provided no later than 5 months (31 May) after the end of the calendar year in which the financial closing of the Fund occurs.

## 6.6 Communications and visibility

All communications and visibility activities of Spotlight Initiative are aligned around four mutually reinforcing objectives. They are designed to give Spotlight Initiative programmes the flexibility to adapt to local contexts and audiences, while maintaining the Initiative’s distinct brand, identity and overall coherence in messaging and content around ending violence against women and girls.

The objectives are outlined below.

1. To raise awareness of violence against women and girls, by publicizing data and supportive facts, creative messaging to key audiences, exhibiting thought leadership on violence against women and girls, media sensitization and training.
2. To illustrate and promote the impact and results of Spotlight Initiative-supported interventions: By finding, sharing and promoting the stories of women and girls whose lives have been positively transformed by Spotlight Initiative-supported interventions.
3. Based on the universality of violence against women and girls, to catalyse global action and advocacy to accelerate progress towards achieving SDG 5.2: By ideating, developing and delivering social norms-change, public engagement, and culture-shifting campaigns and activations.
4. To ensure visibility for Spotlight Initiative, its donors and partners: By coordinating consistent and coherent branding, high-profile endorsements from social influencers, top-tier media placements, organizing publicity events and campaigns.

In addition to its role leading global outreach campaigns and building Spotlight Initiative's brand, the Global Team adds critical value to programmes by coordinating communications activities, nurturing a community of practice for Spotlight Initiative communications focal points, managing communications channels, and amplifying high-quality content to global audiences. At country level, Spotlight Initiative programmes will find, develop and curate engaging content (stories, video, photography) to be disseminated with support from the Global Team.

## 7. Risk Management

A risk management strategy is developed by the Fund Secretariat taking into account the nature of risks and extent of potential losses. It defines the Fund's risk tolerance, establishes policies in relation to identified risks, and determines the risk treatment through mitigation measures or adaptation. At the first level of risk management, the monitoring of risks will be done by the recipient organisations as part of their regular reporting, highlighting in particular the key mitigation or adaptation measures taken in accordance with the risk management strategy and their direct influence on achieving the expected results. At the second level of risk management, the Fund Secretariat will consolidate the risk mitigation measures and the reporting in a Risk Dashboard which will be presented to the Deputy Secretary-General, the Advisory Board and the OSC annually.

Particular attention will be given to risks arising from political instability, conflict situations and insecurity as well as from natural disasters in countries where Spotlight Initiative programmes are implemented. First, these risks will be dealt with at the portfolio level (i.e. balancing the portfolio with countries with different contexts to minimise delays in implementation impacting the overall performance of the portfolio). Where risks related to those factors exist it is expected that activities will concentrate in areas where implementation allows the greatest and most tangible results. However, those risk factors can be volatile and subject to abrupt changes. Furthermore, it is also political instability, conflict, insecurity and natural disasters that drives violence against women and girls and puts pressure and risk on women rights defenders. So it is inevitable that certain programmes will be affected by those situations or their indirect impacts. As results at the programme level, implementing organisations are expected to assess risks in a structured way and to ensure appropriate implementation arrangements in line with the capacities of local authorities and the security situation. Implementing organisations must also exercise a duty of care to guarantee the safety and security of staff, suppliers and contractors involved in the implementation of programs in areas with volatile security situations. Spotlight Initiative has developed a Spotlight-Specific Integrated Protection Approach to support risk mitigation in the context of potential increased risks of violence that may be faced by actors associated with this programme and that should be consulted at programme design and throughout implementation.

The capitalization goal of USD 1 billion within 5 years is ambitious but matches the identified needs, scale to achieve impact and interest on the issue, particularly noting the recognition of the Initiative as a one of 12 High Impact Initiative for SDG acceleration across the UN system. The



Fund fully embeds the resource mobilisation function across its set up. Specific roles and expectations across the governance structures as set from the role of the Deputy Secretary-General, the Advisory Board and the Operational Steering Committee and their members to actively support resource mobilisation by leading and actively participating in replenishment conferences and regular donor engagements, round tables, other high visibility events or publications. Resident Coordinators are also mandated to mobilise resources and partnerships for the Spotlight Initiative 2.0 Country Programmes in coordination with the UNCT, based on the UNSDCF resource mobilisation strategy. The Fund Secretariat is set with a clear “Fund development, partnerships and resource mobilisation” function that will be capacitated with dedicated staff. The HIVE UN Joint Programme working alongside the Fund, also embeds dedicated capacities on resource mobilisation for Spotlight Initiative as one of its key areas of focus. The Fund plans to hold replenishment events are to be held, on a regular basis, annually or at least every two years, to ensure an adequate capitalization of the Spotlight Initiative 2.0 Fund with active participation and support from members of the Advisory Board and RUNOs. As replenishment progresses Fund management decision will be attuned to funding levels and prospects to ensure the set up, and structure is commensurate with the fund’s capitalization.

## 8. Audits

Audit of the Administrative Agent and of the RUNOs: The activities of the Administrative Agent and each RUNO in relation to the Fund will be exclusively audited by their respective internal and external auditors in accordance with their own financial regulations and rules. The corresponding external and internal audit reports will be disclosed publicly unless the relevant policies and procedures of the Administrative Agent or each RUNO provide otherwise.

Audit of RUNOs’ implementing partners: The part of the contribution transferred by a RUNO to its implementing partners for activities towards the implementation of the Fund will be audited as provided under that RUNO’s financial regulations and rules, as well as its policies and procedures. The disclosure of the corresponding audit reports will be made according to the policies and procedures of that RUNO.

Joint audit at Fund-level: The Internal Audit Services of the Administrative Agent and RUNOs may consider conducting joint internal audits of the Fund in accordance with the Framework for Joint Internal Audits of UN Joint Activities, including its risk-based approach and provisions for disclosure of internal audit reports related to the Fund.

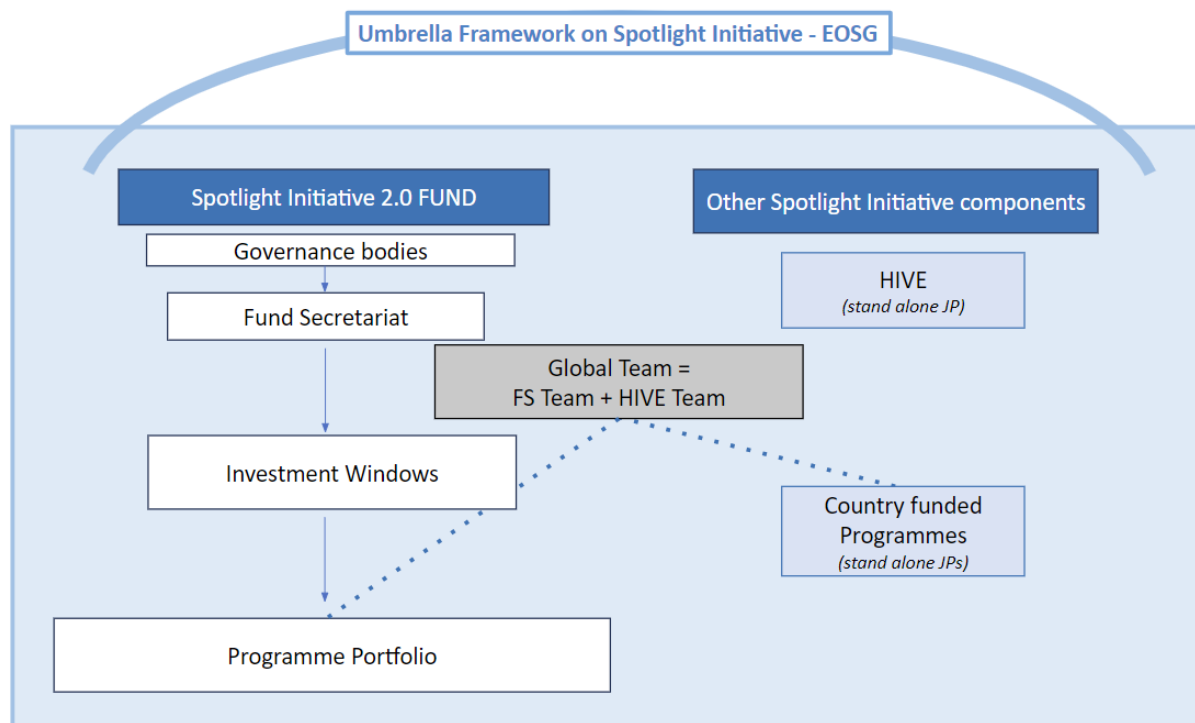
In the event that an internal audit is conducted in relation to the Fund, the costs of such internal audit activities will be borne by the Fund.

## 9. Public Disclosure

Each Recipient Organisation will take appropriate measures to publicise the Spotlight Initiative 2.0 Fund and give due credit to the other Recipient UN Organizations. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, Recipient Organisations, the AA and any other relevant entities. In particular, the AA will include and ensure due recognition of the role of each Recipient Organisation and partners in all external communications related to the Spotlight Initiative 2.0 Fund. The AA, in consultation with the Recipient Organisations, will ensure that decisions regarding the review and approval of the Spotlight Initiative 2.0 Fund, periodic reports on the progress of implementation of the Spotlight Initiative 2.0 Fund, or associated external evaluations are posted, where appropriate, for public information on the website of the Spotlight Initiative 2.0 Fund and the AA (<http://mptf.undp.org/>). Such reports and documents may include approved programmes and programmes awaiting approval, funding levels, annual financial and progress reports, and external evaluations, as appropriate. Transparency of the Fund will be ensured by its inclusion in the MPTF Office's online Gateway which can be publicly accessed.

## ● Appendix A: Spotlight Initiative Umbrella Framework

As Spotlight Initiative transitions from its first phase shaped by the initial EUR 500 million investment from the European Union, the second phase of the Fund described in these Terms of Reference fits within a broader Umbrella Framework guided by the leadership of the Executive Office of the Secretary- General. This Spotlight Initiative Umbrella Framework brings together and connects different elements of the Spotlight Initiative effort under one coherent approach as depicted below.



The updated Fund is designed to capitalise on the experience and lessons learned from the first phase of the Initiative, while opening up space for new partners and donors to join and build on achievements, in the spirit of scaling up impact and results. The Fund's updated structure and design draw from a number of evaluations and assessments conducted during the first phase of the Spotlight Initiative (2018-2023). It introduces more flexibility, adaptability to allow even more contextualised and impactful programming. The Fund set up will be complemented by the High-Impact Programme for Violence Elimination by 2030 (HIVE UN Joint Programme, 2024-2026) that will support in exploring partnerships with country-based donor funding. This will account for additional programming leveraged by the Initiative's momentum and ensure a coherent approach to all associated components of Spotlight Initiative.

Critically, this Umbrella Framework will serve as a platform to underscore the universality of the Spotlight Initiative model, and how it can be replicated across contexts to maximise impact on implementation of programmes and policies, in favour of accelerating progress on ending violence against women and girls, and the 2030 Agenda more broadly.

## ● Appendix B: Spotlight Initiative Country-level Results Framework

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

### **Impact**

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

#### **Impact Indicators (to be adjusted as per regional context)**

- o SDG 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical and/or, sexual violence by a current or former intimate partner, in the previous 12 months, by form of violence and by age; (Tier II, UNICEF, UN Women, UNFPA, WHO, UNODC)
- o SDG 5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner since age 15 in the previous 12 months, by age and place of occurrence; (Tier II, UNICEF, UN Women, UNFPA, WHO, UNODC)
- o SDG 5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18; (Tier II, UNICEF and UNFPA)
- o SDG 5.3.2 Proportion of girls and women aged 15-49 years who have undergone female genital mutilation/cutting, by age; (Tier II, UNICEF and UNFPA)
- o SDG 5.6.1 Proportion of women aged 15-49 who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care; (Tier II, UNFPA)
- o SDG 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18; (Tier II, UNICEF)
- o SDG 16.1.1. Number of victims of intentional homicide per 100,000 population, by sex and age; (Tier 1, UNODC, WHO)
- o SDG 16.2.2 Number of victims of human trafficking per 100,000 population by sex, age, and form of exploitation; (Tier II, UNODC)

**A. Legislative and policy frameworks, based on evidence, informed by quality, disaggregated and globally comparable data and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place, translated into multi-sectoral plans and implemented by National and sub-national systems and institutions**

### **Outcome A Theory of Change (ToC)**

If (1) women and VAWG/HP experts are engaged in assessing, developing and implementing policies and legislation to VAWG/HP; If (2) relevant decision-makers and stakeholders in all sectors of government are informed, mobilized and trained to address VAWG/HP; if (3) adequate budgets are allocated; and if (4) the capacity of national institutions to collect disaggregated VAWG/HP data in line with globally agreed standards is

strengthened then (5) an enabling legislative and policy environment is in place and institutions can develop, coordinate and implement programmes that integrate the elimination of VAWG/HP and other SDG targets into development planning processes, because (6) institutional change requires and effectively implemented legislative and policy frameworks, appropriate capacity, adequate funding as well as political engagement and leadership to sustainably address VAWG/HP.

Global Outcomes	Global Core Outputs and Output Indicators
<p><b>Legislative and policy frameworks, based on evidence, informed by quality, disaggregated and globally comparable data and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place, translated into multi-sectoral plans and implemented by National and sub-national systems and institutions.</b></p> <ul style="list-style-type: none"> <li>- <i>Indicator A.1 Laws and policies on VAWG/HP in place 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<sup>10</sup> (1.1)</i></li> <li>- <i>Indicator A.2 National/and/or sub-national evidence-based, costed and funded action plans and M&amp;E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner (1.2)</i></li> <li>- <i>Indicator A.3 Percentage of laws and policies in place that guarantee the ability of women's rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda (1.3)</i></li> </ul>	<p><b><u>Output A.1</u> National and regional partners<sup>11</sup> have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international HR standards and treaty bodies' recommendations.</b></p> <ul style="list-style-type: none"> <li>- Indicator A.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year (1.1.1)</li> <li>- Indicator A.1.2 Number of inquiries conducted by human rights institutions on VAWG and/or gender equality and non-discrimination within the last year (1.1.2)</li> <li>- Indicator A.1.3 Number 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 (1.1.3)</li> <li>- Indicator A.1.4 Number of women's rights advocates<sup>12</sup> with strengthened capacities to draft legislation and/or policies on ending VAWG and/or gender equality and non-discrimination, within the last year (1.1.4)</li> <li>- Indicator A.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 (1.1.5)</li> <li>- Indicator A.1.6 Number of assessments completed on pending topics<sup>13</sup> and strategic litigation implemented by women's rights advocates, within the last year (1.1.6)</li> </ul>

<sup>10</sup> Progress towards international standards will be measured through an analysis of specific components ("degree to which") as described in the Methodological Notes

<sup>11</sup> Parliamentarians, human rights institutions and women's right advocates

<sup>12</sup> Including those from groups facing multiple and intersecting forms of discrimination

<sup>13</sup> Each country will identify these topics at the beginning, for e.g. disappearances, economic violence and violation of economic rights, political violence, etc.

**Output A.2 National and/or sub-national partners<sup>14</sup> are better able to develop evidence-based national and/or sub-national action plans on ending VAWG in line with international HR standards with M&E frameworks, increase financing and allocate appropriate budgets for their implementation, including for those groups facing intersecting and multiple forms of discrimination.**

- Indicator A.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of groups facing intersecting and multiple forms of discrimination with M&E frameworks and proposed budgets within the last year (1.2.1)
- Indicator A.2.2 Number of key government officials with strengthened capacities to draft and costed action plans on ending VAWG and accompanying M&E frameworks, within the last year. (1.2.2)
- Indicator A.2.3 Number of women's rights advocates<sup>15</sup> with strengthened capacities to draft and cost action plans on ending VAWG and accompanying M&E frameworks (1.2.3)

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<sup>14</sup> Key government/national decision makers (Heads of State, Finance Ministers, Ministries of Justice and Police, Security Ministers and relevant planning institutions) including women's rights advocates.

<sup>15</sup> Including those from groups facing multiple and intersecting forms of discrimination

**Output A.3 National, sub-national and/or regional partners<sup>16</sup> have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda.**

- Indicator A.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 (1.3.1)
- Indicator A.3.2 Proportion of draft laws and policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda which have received significant inputs<sup>17</sup> from women's rights advocates (1.3.2)
- Indicator A.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 (1.3.3)
- Indicator A.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 (1.3.4)

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<sup>16</sup> Key government officials and women's human rights defenders

<sup>17</sup> Written submissions, public events and other visible actions



- *Indicator A.4 Existence of functioning national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups*
- *Indicator A.5 Percentage of national budget allocated to the prevention and elimination of all forms of VAWG/HP*
- *Indicator A.6 Extend to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards*

**Output A.4 Key officials at national and/or sub-national levels in all relevant institutions<sup>18</sup> are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors.**

- Indicator A.4.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination (2.1.1)
- Indicator A.4.2 Existence of internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP (2.1.2)
- Indicator A.4.3 Number of strategies, 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 (2.1.3)
- Indicator A.4.4 Proportion of other sectors' programmes and/or development plans developed with significant inputs from women's rights advocates (2.1.4)
- Indicator A.4.5 Percentage of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards (2.1.5)
- Indicator A.4.6 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 (2.1.6)
- Indicator A.4.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year (2.1.7)
- Indicator A.4.8 Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors (2.1.8)
- Indicator A.4.9 Number of women's rights advocates<sup>19</sup> with strengthened capacities to support the integration of ending VAWG into the development plans of other sectors (2.1.9)

<sup>18</sup> E.g. justice, statistics, police, health, community based, etc.

<sup>19</sup> Including those from groups facing multiple and intersecting forms of discrimination

**Output A.5 Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups.**

- Indicator A.5.1 Number of multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans (2.2.1)
- Indicator A.5.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms that include representatives of groups facing multiple and intersecting forms of discrimination (2.2.2)
- Indicator A.5.3 Proportion of national and sub-national multi-stakeholder coordination mechanisms that are costed (2.2.3)
- Indicator A.5.4 Number of meetings of national and/or sub-national multi-stakeholder coordination mechanisms, within the last year (2.2.4)

**Output A.6 Partners (Parliamentarians, key government officials and women's rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG.**

- Indicator A.6.1 Proportion of dedicated and multi-sectoral programmes developed that include proposed allocations of funds to end VAWG, within the last year (2.3.1)
- Indicator A.6.2 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 (2.3.2)
- Indicator A.6.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year (2.3.3)

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|  | <ul style="list-style-type: none"><li>- Indicator A.6.4 Number of women's rights advocates<sup>20</sup> with greater knowledge and capacities on gender-responsive budgeting to end VAWG (2.3.4)</li></ul> |
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- *Indicator A.7 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time*
- *Indicator A.8 publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide) at country level*
- *Indicator A.9 Existence of national statistics related to VAWG/HP incidence and prevalence which are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts*

**Output A.7 Key partners, including relevant statistical officers, service providers in the different branches of government<sup>21</sup> and women's rights advocates have strengthened capacities to regularly collect data related to VAWG in line with international and regional standards to inform laws, policies and programmes.**

- Indicator A.7.1 Number of National Statistical Offices that have developed/adapted and contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG (5.1.1)
- Indicator A.7.2 Existence of a system to collect administrative data on VAWG/HP, in line with international standards, across different sectors (5.1.2)
- Indicator A.7.3 Number of National Statistical Officers who have enhanced capacities to produce data on the prevalence of VAWG/HP, and incidence where appropriate, within the last year (5.1.3)
- Indicator A.7.4 Number of government personnel from different sectors, including service providers, who have enhanced capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG in line with international and regional standards, within the last year (5.1.4)
- Indicator A.7.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG (5.1.5)
- Indicator A.7.6 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making (5.2.1)
- Indicator A.7.7 Number of pieces of peer-reviewed qualitative research published pertaining to the response and prevention of VAWG (5.2.2)
- Indicator A.7.8 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 (5.2.3)
- Indicator A.7.9 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year (5.2.4)

<sup>20</sup> Including those from groups facing multiple and intersecting forms of discrimination

<sup>21</sup> Statistics offices, justice, security and health sector

**B. Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices, including as a result of women's economic empowerment interventions.**

**Outcome B ToC**

If (1) multiple strategies such as community mobilization, key stakeholders' engagement and education strategies are carried out in an integrated and coordinated manner based on a shared understanding and approach in line with international standards and evidence on preventing VAWG/HP; If (2) Women can access economic empowerment opportunities in the context of violence prevention programmes, then (3) favourable social norms, attitudes and behaviours will be promoted at community and individual level to prevent VAWG/HP because (4) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women's sexuality and reproduction.

Global Outcomes	Global Core Outputs and Output Indicators
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**Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices, including as a result of women's economic empowerment interventions.**

- *Indicator B.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*
- *Indicator B.2a Percentage of people who think it is justifiable to subject a woman or girl to FGM, B.2 b. Percentage of people who think it is justifiable to subject a woman or girl child marriage*
- *Indicator B.3 Existence of at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner*

**Output B.1 National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards, for in and out of school settings.**

- Indicator B.1.1 Existence of a draft new and/or strengthened Comprehensive Sexuality Education in line with international standards (3.1.1)
- Indicator B.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights, within the last year<sup>22</sup> (3.1.2)
- Indicator B.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 (3.1.3)

<sup>22</sup> Including peer-to-peer, promoting gender transformative and human rights'-based attitudes/beliefs, respectful and equitable relationships and the expression and exercise of their rights, including reproductive rights, including peer-to-peer, promoting gender transformative and human rights'-based attitudes/beliefs, respectful and equitable relationships and the expression and exercise of their rights, including reproductive rights

**Output B.2** Community advocacy platforms are established/strengthened to develop strategies and programmes<sup>23</sup>, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities.

- Indicator B.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, within the last year (3.2.1)
- Indicator B.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year (3.2.2)
- Indicator B.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 (3.2.3)
- Indicator B.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 (3.2.4)
- Indicator B.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 (3.2.5)
- Indicator B.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 (3.2.6)

<sup>23</sup> Including informing parenting skills around gender socialization through early childhood development programmes

**Output B.3 Decision makers in relevant institutions<sup>24</sup> and key informal decision makers<sup>25</sup> are better able to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights.**

- Indicator B.3.1 Number of news outlets that develop standards on ethical and gender-sensitive reporting within the last year (3.3.1)
- Indicator B.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year (3.3.2)
- Indicator B.3.3 Number of new and other media stories/reports that sensitively report on VAWG and GEWE more broadly, in the last year (3.3.3)
- Indicator B.3.4 Number of journalists with strengthened capacity to sensitively report on VAWG and GEWE more broadly (3.3.4)
- Indicator B.3.5 Number of key informal decision makers and decision makers in relevant institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights within the last year (3.3.5)

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<sup>24</sup> Including the media, sports, workplaces, etc.

<sup>25</sup> Will differ from region to region and includes decision makers from informal institutions, e.g. traditional, religious and community leaders.



<ul style="list-style-type: none"> <li>- <i>Indicator B.4 Percentage of working population (by type of employment, disaggregated by sex and sector)</i></li> </ul>	<p><b>Output B.4 Women access economic empowerment opportunities and are supported to take part in skills development and income generating activities in fair and sustainable economic contexts.</b></p> <ul style="list-style-type: none"> <li>- Indicator B.4.1 Number of women that are accessing programmes that bring together economic empowerment opportunities in fair and sustainable economic contexts and programmes that promote gender-equitable norms, attitudes and behaviours.</li> <li>- Indicator B.4.2 Number of women who regularly attend skills development trainings.</li> <li>- Indicator B.4.3 Number of women who have become entrepreneurs.</li> <li>- Indicator B.4.4 Number of key government officials with strengthened capacities to support the integration women’s economic empowerment in the context of ending violence against women.</li> <li>- Indicator B.4.5 Number of women’s rights advocates with strengthened capacities to support the integration women’s economic empowerment in the context of ending violence against women</li> </ul>
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**C. Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery from violence.**

**Outcome C ToC**

If (1) service providers have the capacity to deliver essential services, including SRH services, and to prosecute perpetrators in line with international human rights standards and guidelines (2) if these services are made available and accessible to women and girls and if (3) women

and girls are informed and empowered to exercise their rights to services (including SRHRs and access to justice) then (4) women and girls who experience violence and harmful practices will increase their use of services and recover from violence, while perpetrators will be prosecuted because (5) underlying barriers to women and girls' access to services have been addressed (6) including in relation to gender and socio-cultural norms affecting women's sexuality and reproduction.

Global Outcomes	Global Core Outputs and Output Indicators
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**Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery from violence.**

- *Indicator C.1 Number of women, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector<sup>26</sup>(4.1)*
- *Indicator C.2.a During a specific time period (e.g. past 12 months)*
  - A. number of cases of VAWG reported to the police,*
  - B. number of cases reported to the police that are brought to court,*
  - C. number of cases reported to the police that resulted in convictions of perpetrators (4.2)*
- *Indicator C.3 Existence of a dedicated VAWG management information system (MIS) at national level which can measure number of women/girl victims/survivors of violence that have received quality, essential multi-sectoral services (4.3)*

**Output C.1 Relevant government authorities and women’s rights organisations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls’ survivors of violence, especially those facing multiple and intersecting forms of discrimination.**

- Indicator C.1.1 Existence of a centralized risk assessment system and/or early warning systems in place bringing together information from police, health and justice sectors (4.1.1)
- Indicator C.1.2 Number of women and girls with access to SRH, education and migration services that integrate VAWG response (4.1.2)
- Indicator C.1.3 Existence of national guidelines or protocols that have been developed and/or strengthened in line with the guidance and tools for essential services (4.1.3)
- Indicator C.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girls’ survivors of violence within the last year (4.1.4)

<sup>26</sup> This indicator should be measured for women seeking services within the past 12 months, in order to measure progress and change over time—as lifetime prevalence of violence is not a sound measure of change over time.

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|  | <ul style="list-style-type: none"> <li>- Indicator C.1.5 Number of women's rights organisations<sup>27</sup> who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girls' survivors of violence, within the last year (4.1.5)</li> <li>- Indicator C.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 (4.1.6)</li> <li>- Indicator C.1.7 Number of women's rights organisations<sup>28</sup> who have increased knowledge and capacities to better integrate VAWG response into sexual and reproductive health, education and migration services, within the last year (4.1.7)</li> <li>- Indicator C.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 (4.1.8)</li> <li>- Indicator C.1.9. Existence of national guidelines or protocols for essential services that have been developed and/or strengthened that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination (4.1.9)</li> </ul> |
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<sup>27</sup> Including those representing groups facing multiple and intersecting forms of discrimination

<sup>28</sup> Including those representing groups facing multiple and intersecting forms of discrimination

**Output C.2 Women and girls' survivors of violence and their families are informed of and can access quality essential services,[20] including longer term recovery services and opportunities.**

- Indicator C.2.1 Number of women and girl survivors of violence and their families including groups facing multiple and intersecting forms or discrimination that have increased knowledge of a) quality essential services, and b) accompaniment/support initiatives, including longer-term recovery services, within the last 12 months. (4.2.1)
- Indicator C.2.2 Number of women and girls' survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased access to a) quality essential services and b) accompaniment/support initiatives, including longer-term recovery services, within the last 12 months (4.2.2)
- Indicator C.2.3 Existence of strategies for increasing the knowledge of and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination (4.2.3)

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

**Outcome D ToC**

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

Global Outcomes	Global Core Outputs and Output Indicators
<p><b>Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG.</b></p> <ul style="list-style-type: none"> <li>- <i>Indicator D.1 Proportion of women's rights organisations, autonomous social movements and relevant CSO<sup>29</sup>s, increase their coordinated efforts to jointly advocate on ending VAWG</i></li> <li>- <i>Indicator D.2 Extend to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG</i></li> </ul>	<p><b><u>Output D.1</u> Women's rights groups and relevant CSOs<sup>30</sup>, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, more specifically, with relevant stakeholders at sub-national, national, regional and global levels.</b></p> <ul style="list-style-type: none"> <li>- Indicator D.1.1 Number of jointly agreed recommendations on VAWG produced as a result of multi-stakeholder dialogues that include including representatives of groups facing multiple and intersecting forms of discrimination, within last year (6.1.1)</li> <li>- Indicator D.1.2 Number of official dialogues about VAWG with relevant government authorities with the full participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination, within last year (6.1.2)</li> <li>- Indicator D.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 last year (6.1.3)</li> <li>- Indicator D.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 (6.1.4)</li> </ul>

<sup>29</sup> Including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization

<sup>30</sup> Including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization

<ul style="list-style-type: none"> <li>- <i>Indicator D.3 Proportion of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG</i></li> </ul>	<p><b>Output D.2 Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG and GEWE more broadly.</b></p> <ul style="list-style-type: none"> <li>- Indicator D.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms<sup>31</sup> for advocacy around ending VAWG, within last year (6.2.1)</li> </ul> <hr/> <p><b>Output D.3 Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG.</b></p> <ul style="list-style-type: none"> <li>- Indicator D.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. (6.3.1)</li> <li>- Indicator D.3.2 Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on ending VAWG within last year (6.3.2)</li> </ul>
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<sup>31</sup> E.g. the CEDAW, UPR shadow reports, and social accountability mechanisms such as social audits, citizen report cards, etc.