

A decorative graphic in the top right corner of the page, consisting of a cluster of dots in various colors including orange, red, pink, and purple, arranged in a pattern that suggests a stylized sunburst or a group of people.

# **2024 ANNUAL NARRATIVE PROGRAMME REPORT**

PROGRAMME TITLE:

SPOTLIGHT INITIATIVE'S HIGH-IMPACT PROGRAMME FOR  
VIOLENCE ELIMINATION BY 2030 (THE HIVE PROGRAMME)

PROGRAMME START DATE: 1 JANUARY 2024

## Spotlight Initiative's High-Impact Programme for Violence Elimination by 2030 (HIVE Programme)

### Joint Project Document

<b>Joint programme title:</b>	Spotlight Initiative's High-Impact Programme for Violence Elimination by 2030 (HIVE Programme)
Outcomes(s):	The achievements and results of the Spotlight Initiative are sustained and contribute to increased global awareness, comprehensive and effective country programmes, knowledge sharing and networking on ending violence against women and girls.
Duration:	3 years
Anticipated start and end dates:	Start: <b>1 January 2024</b> End: <b>31 December 2026</b>
Joint Programme Team	
Participating UN organizations:	UNDP, UN Women
Fund management modality:	Pass-through
» Administrative agent:	Multi Partner Trust Fund Office
» Convening agent:	Executive Office of the Secretary General
<b>Total estimated budget:<sup>1</sup></b>	USD 17,498,250
Out of which:	
» Funded	USD 17,498,250
» Un-funded	N/A
<b>Source of funds:</b>	
» Donor 1: European Commission	USD 17,498,250

<sup>1</sup> Includes programme costs and indirect support costs.

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## Acronym List and Abbreviations

ACT	Advocacy, Coalition Building, and Transformative Feminist Action
AI	Artificial Intelligence
CSO	Civil Society Organization
CSRG	Civil Society Reference Group
CSW	Commission on the Status of Women
DHS	Demographic and Health Surveys
EDVAW	Expert Mechanisms on Discrimination and Violence against Women
EOSG	Executive Office of the Secretary General
EVAWG	Ending Violence Against Women and Girls
EU	European Union
EUD	European Union Delegation
GAP	Grassroots Action Plan
GBV	Gender-Based Violence
GRG	Global Reference Group
HLPF	High-Level Political Forum
HIVE	High-Impact Programme for Violence Elimination by 2030
IFI	International Financial Institution
LNOB	Leave No One Behind
MPTFO	Multi-Partner Trust Fund Office
OHCHR	Office of the United Nations High Commissioner for Human Rights
PMERL	Participatory Monitoring, Evaluation, Reporting, and Learning
RCO	Resident Coordinator Office
SDG	Sustainable Development Goal
SEA	Sexual Exploitation and Abuse
SHINE	Strategic Hub for International Networking and Engagement
SVRI	Sexual Violence Research Initiative
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDCO	United Nations Development Coordination Office
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNICEF	United Nations Children's Fund
UNSDCF	United National System Development Cooperation Framework
OHCHR	United Nations Office of the High Commissioner for Human Rights
UNTF EVAW	United Nations Trust Fund to End Violence against Women
VAWG	Violence Against Women and Girls
WPHF	Women's Peace and Humanitarian Fund

# 1. Executive Summary

## Background and Context

Spotlight Initiative's High-Impact Programme for Violence Elimination by 2030 (the HIVE Programme) operates in an increasingly challenging global landscape, where gender equality and women's rights face significant threats. Despite global recognition that violence against women and girls (VAWG) is a serious obstacle to sustainable development, only 0.2 per cent of global aid is allocated to prevention efforts. On top of this, shrinking civic space, chronic underinvestment in women's rights organisations and movements, and the rise of misogynist, anti-rights movements globally, pose significant challenges to ending violence against women and girls.

The HIVE Programme builds on the successes of the first phase of Spotlight Initiative (2017-2023), by consolidating, scaling up, and refining evidence-based, comprehensive approaches to ending violence against women and girls, while fostering global advocacy and policy reforms.

## Governance and Coordination

The HIVE Programme is overseen by a Joint Programme Steering Committee, chaired by the Executive Office of the Secretary-General, with participation from the European Union (EU), United Nations (UN) agencies, and civil society representatives. The Steering Committee provides strategic oversight and direction, ensuring alignment with the programme's key objectives.

Designed to amplify the achievements of the first phase of Spotlight Initiative, the HIVE Programme works in close coordination with the Spotlight Initiative 2.0 Fund and its associated joint programmes (in Ecuador and Uganda). Working together with other joint programmes – including UN Women's Advocacy, Coalition Building and Transformative Feminist Action (ACT) Programme – and coordinating closely with headquarters representatives from 12 UN agencies – the HIVE Programme complements and amplifies system wide efforts to end violence against women and girls, as well.

## Key Achievements of the HIVE Programme in 2024

### Data and research strengthening

In 2024, through the HIVE Programme, Spotlight Initiative reinforced its role as a centre of excellence, ensuring that the knowledge, tools, and structures built during Spotlight Initiative's first phase continued to inform policy, strengthen programming, and accelerate action at all levels. This past year marked a critical period of consolidation and expansion as well. The [Learning Centre](#) and the Compendium of Innovative and Good Practices and Lessons Learned (developed during the Initiative's

first phase) were further rolled out, and a new, participatory research agenda was launched.

The HIVE Programme also launched a revision of key guidance and frameworks, including Spotlight Initiative's global results framework to improve impact measurement, enhance data collection and reporting mechanisms, and deepen disaggregation. Concurrently, the HIVE Programme team revised the Initiative's reporting templates and guidance to further improve results-based reporting and better capture change across contexts and populations.

### **Scaling impact and programme expansion**

While providing guidance and support to existing Spotlight Initiative programmes, the HIVE Programme supported the development of four new Spotlight Initiative 2.0 programmes (including Liberia, Sierra Leone, Zambia, and the Africa Regional Programme) and complementary programmatic components in Ecuador and Uganda. It provided capacity-building support to over 60 UN Country Teams (UNCTs) exploring Spotlight Initiative implementation. Concurrently, strengthened knowledge-sharing platforms, including the Strategic Hub for International Networking and Engagement (SHINE) and the Learning Centre improved accessibility to evidence-based programming resources at scale. Through dedicated donor advocacy and outreach, the HIVE Programme strengthened and expanded partnerships and resource mobilization to ensure ending violence against women and girls remains a global priority and is funded commensurately.

### **Strengthening civil society engagement**

While providing support to existing civil society reference groups (in Ecuador and Uganda), the HIVE Programme established and convened the new Civil Society Global Reference Group, representing 17 members from 16 countries. 2024 also marked the beginning of the co-implementation of the principles co-designed in 2023 by a diverse range of civil society partners. [These principles](#) captured diverse civil society perspectives on the vision and direction of the next phase of Spotlight Initiative (Spotlight Initiative 2.0), including on funding mechanisms, programme quality, human rights mechanisms, and the meaningful engagement of civil society. Throughout 2024, the HIVE Programme also supported Spotlight Initiative's Civil Society Global Reference Group to play a critical role in ensuring the diversity of civil society perspectives were represented at major global events including at the United Nations and SVRI.

### **Global advocacy and high-visibility engagements**

Partnerships and engagement remained at the heart of the HIVE Programme's success in 2024. The HIVE Programme fostered deeper collaboration across UN agencies,

governments, donors, and civil society, with targeted advocacy at high-level global events contributing to widening reach and influence. The HIVE Programme led global engagements at key policy forums, including the 68<sup>th</sup> Commission on the Status of Women (CSW68), the High-Level Political Forum (HLPF), and the UN General Assembly. It expanded digital outreach through targeted campaigns, and further strengthened strategic partnerships, including through a new collaboration with the World Bank, to further amplify efforts to end violence against women and girls.

### **Challenges and mitigation measures**

To address the myriad contextual and funding challenges the HIVE Programme (operating in the current environment) has faced, the HIVE Programme has – throughout 2024 – mobilized stakeholders high-visibility events, strengthened civil society engagement and developing new multi-stakeholder partnerships, including by establishing a new UN-EU-World Bank partnership (referenced above) to sustain momentum. Additionally, the HIVE Programme is actively engaging donors to expand resourcing, and is offering technical guidance on resource mobilization and strategic donor engagement to interested UN country and regional teams.

Simultaneously, the HIVE Programme is tackling emerging threats, including those linked to climate change, conflict, and online violence, by working with a range of UN country and regional teams to ensure new Spotlight Initiative programmes integrate best practices, lessons learned, and evolving evidence.

In response to the challenges of decentralized funding and its impact on programme alignment, HIVE has adopted a portfolio management approach to streamline coordination and maintain adherence to the Initiative's comprehensive EVAWG model. Efforts to enhance financial management, align global frameworks with programme flexibility, and strengthen coordination mechanisms in line with UN reforms have further reinforced programmatic coherence.

Recognizing the need for improved knowledge dissemination, HIVE has launched capacity-building initiatives and is developing a targeted strategy to enhance uptake of key learnings. Other challenges, and their attendant responses, can be found in the relevant chapter below.

### **Looking ahead**

In 2025, the HIVE Programme aims to:

- Scale up the implementation of new Spotlight Initiative programmes, deepening partnerships at national, regional, and global levels
- Continue driving high-visibility advocacy, influencing global policy, and mobilizing resources for sustainable, evidence-based programming to end violence against women and girls.



- Rollout an updated participatory monitoring, evaluation, reporting and learning strategy, and finalize the revision of the global results framework to improve impact measurement across diverse contexts and populations
- Further expand its Learning Centre (and improve accessibility), with multilingual content and AI-supported translation tools

The HIVE Programme remains a critical mechanism for sustaining and scaling up efforts to eliminate violence against women and girls globally, leveraging research, partnerships, and comprehensive programming in order to drive transformative change.

## 2. Background and Context

Spotlight Initiative's High-Impact Programme for Violence Elimination by 2030 (the HIVE Programme) is operating in an increasingly hostile environment. Women's human rights – and the very concept of gender – are [under attack](#) in many parts of the world, with growing threats against feminist movements and women human rights defenders, as well as continuous [reports](#) of violence against women and girls, with at least one in three women experiencing violence in her lifetime.

Civic space is shrinking in many places and local and grassroots organizations, (including women's rights organizations) at the forefront of addressing violence in their communities and globally, remain severely underfunded (or face being closed down). This regression is fuelled by rising authoritarianism and well-funded anti-rights movements, making it more difficult for advocates and service providers to operate safely and effectively.

Despite the recognition that violence against women and girls (VAWG) is a serious obstacle to sustainable development and peaceful societies, [data](#) suggest that funding for gender equality is on a downward trajectory, further devastating what is already a severely under-resourced sector. Latest [estimates](#) suggest that investment in prevention was just 0.2 per cent of global aid spending, and [only 4 per cent](#) of that is directed toward programmes where gender equality is the principal objective. Shifting political priorities and funding decisions have contributed to underinvestment, leaving critical initiatives under-resourced. Moreover, budget cuts, policy shifts, and fiscal or economic crises have affected vulnerable populations and the ability of governments [to provide adequate social protection](#). Collectively, these political and funding decisions threaten to undermine the sustainability and impact of essential services, protection mechanisms, and prevention efforts, further stymying progress toward eliminating violence and discrimination.

In 2024, interrelated global crises – including armed conflicts, climate change, and economic instability – continued to generate new risk factors for violence against

women and girls in all of its forms. The rollback of legal protections in some countries, alongside the rise of technology-facilitated violence against women and girls, and disinformation campaigns targeting activists, all underscore the urgent need for coordinated action. Without increased political will at national and global levels and sustained and large-scale financial investments, progress in addressing violence risks being reversed.

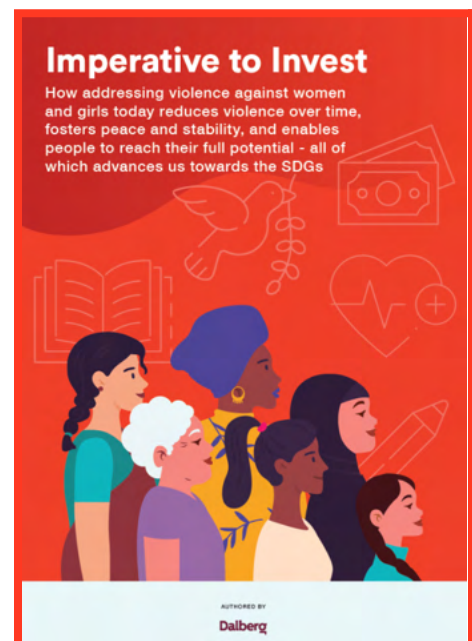
Spotlight Initiative’s High-Impact Programme for Violence Elimination by 2030 (the HIVE Programme) is countering rising trends in violence by consolidating, sustaining, and amplifying the achievements of the first phase of Spotlight Initiative. The HIVE Programme builds on and scales up Spotlight Initiative’s proven model to drive lasting change.

From 2017 to 2023, the first phase of Spotlight Initiative helped unite the United Nations (UN) system to implement 34 programmes across five regions, meaningfully impacting the lives of women and girls worldwide. With the Initiative’s support, 548 laws and policies targeting violence against women and girls were strengthened or passed, over 50 countries institutionalized efforts to end violence against women and girls by strengthening national action plans, nearly 6 million men and boys engaged in dialogue on positive masculinity and non-violent conflict resolution, 380 million people were reached with prevention messaging, and over 3 million women and girls accessed essential services, including in fragile contexts.

By taking a comprehensive, rights-based approach – advancing progressive laws and policies, strengthening institutions, deepening prevention programming, expanding services, and improving data collection – the first phase of Spotlight Initiative [has been shown to be significantly more effective](#) at reducing violence against women and girls than single focus or siloed approaches. This model drives progress not only on Sustainable Development Goal (SDG) 5 (gender equality), but also across the Sustainable Development Goals, including education (SDG 4), climate action (SDG 13), and peace, justice, and strong institutions (SDG 16).

The final evaluation of the first phase of Spotlight Initiative reaffirmed the effectiveness of this comprehensive model and whole-of-society approach in driving meaningful change.

Committed to continuous adaptation and learning, the HIVE Programme is sustaining what worked under the first phase of Spotlight Initiative, and refining what did not,



to strengthen United Nations system-wide collaboration to accelerate efforts to end violence against women and girls (EVAWG). Throughout 2024, the HIVE Programme team generated interest in, and helped onboard, new Spotlight Initiative programmes, driving additional resources and new donors to this critical work. By sharing new data, evidence, and tools – and ensuring lessons from the first phase of the Initiative shape the next – the HIVE Programme is expanding comprehensive programming to end violence against women and girls globally. It is also deepening global and regional partnerships, driving advocacy, and advancing UN Reforms to enhance coordination across a diverse set of stakeholders.

## 3. Governance and Coordination

### 3.1 Governance

The HIVE Programme is governed by a Joint Programme Steering Committee, which provides overall strategic direction and alignment, oversight, and guidance for the programme's implementation. The Steering Committee is chaired by a designate from the Executive Office of the Secretary-General. The chair of the HIVE Steering Committee helps ensure alignment with Spotlight Initiative more broadly as well.

The Steering Committee meets at least annually, or more often as needed, for timely and effective programme decision-making and coordination. It is chaired by a **designate from the Executive Office of the Secretary-General** to represent Spotlight Initiative, and its membership comprises representatives from:

- **The European Union**
- **Each participating UN organization** (the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and Empowerment in Women (UN Women))
- **Two recipient UN organizations of the Spotlight Initiative Fund** (the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF))
- **Civil society representatives**, nominated by Spotlight Initiative's Civil Society Global Reference Group and representing 20 per cent of Steering Committee membership.

In 2024, the first Steering Committee meeting set the strategic foundation for the HIVE Programme by approving key governance and planning documents, including the programme document, budget, and Multi-Year Annual Work Plan (2024–2026), the Joint Programme Steering Committee's Terms of Reference, and the HIVE Programme's Risk Matrix. This marked a major milestone in the roll-out of the HIVE Programme, which was established to ensure that Spotlight Initiative's impact is sustained and amplified through increased global awareness, comprehensive country

and regional programming, and enhanced knowledge-sharing and networking, as noted above.

By bringing together key stakeholders, the Steering Committee helps to reinforce partnerships, strengthen commitments to sustained action, and lay the groundwork for the HIVE Programme's long-term success in advancing efforts to end violence against women and girls.

## **3.2 Coordination and Collaboration to Foster Impact**

### **HIVE Programme coordination with the Spotlight Initiative 2.0 Fund**

Designed to amplify the achievements of the first phase of Spotlight Initiative, the HIVE Programme works in close coordination with the Spotlight Initiative 2.0 Fund and its associated joint programmes (in Ecuador and Uganda). The Spotlight Initiative Fund 2.0, formally launched in April 2024, continues as a UN Secretary-General's Trust Fund, and as a multi-donor, inter-agency initiative anchored in the Executive Office of the Secretary-General and the UN Development Coordination Office, under the direct leadership of the UN Deputy Secretary-General. As a multi-donor fund administered by the Multi-Partner Trust Fund Office (MPTFO), the Spotlight Initiative 2.0 Fund continues to be an effective operational tool to deliver context-driven programming while expanding partnerships to sustain achievements and broaden global reach and impact.

The HIVE Programme team works in close coordination with the Spotlight Initiative 2.0 Fund Secretariat team as one integrated Spotlight Initiative Global Team, with daily communication and coordination mechanisms established to ensure the exchange of lessons, good practice, innovations, and partnerships, thereby promoting greater operational efficiency and technical coherence. This momentum is further strengthened by robust governance and coordination mechanisms, including between the HIVE Steering Committee and the Operational Steering Committee of Spotlight Initiative 2.0.

### **HIVE Programme coordination with the UN Women's Advocacy, Coalition Building, and Transformative Feminist Action Programme (ACT Programme)**

The HIVE Programme actively fosters synergies with the UN Women's Advocacy, Coalition Building, and Transformative Feminist Action Programme (ACT Programme) to strengthen global efforts to eliminate all forms of violence against women and girls. The ACT Programme is a strategic collaboration between UN Women and the European Union, as co-leaders of the Action Coalition on Gender-Based Violence (GBV). The ACT Programme focuses on efforts to end violence through direct investments in feminist movements, building intersectional alliances, and amplifying a shared advocacy agenda.

The HIVE Programme and the ACT Programme hold regular coordination meetings to align strategies and maximize joint impact. By sharing knowledge, strategies, and good practices on women's movements, both programmes reinforce and complement each other's contributions. In October 2024, members of the HIVE Programme team also attended the ACT Programme's Regional Convening in Cape Town, South Africa, further supporting alignment on strategies to support women's movement strengthening.

The work of both programmes has been further enriched by collaboration between their advisory and governance bodies: Spotlight Initiative's Civil Society Global Reference Group and the ACT Programme's Civil Society Advisory Board share a member, facilitating additional synergies between the two programmes. A member of the Initiative's Civil Society Global Reference Group attended the ACT Regional Dialogue "Feminist Funding for Women's Movements in East and Southern Africa", a multi-stakeholder regional dialogue on feminist funding for women's movements in East and Southern Africa, further fostering a shared vision and collective advocacy around quality resourcing for women's rights organizations, networks, and coalitions for ending violence against women and girls.

In addition to the ACT Programme, other potential areas of collaboration and synergy – including with the United Nations Trust Fund to End Violence against Women (UN Trust Fund) – were also identified.

### **HIVE Programme coordination with the European Union**

Throughout the reporting period, the HIVE Programme collaborated with the European Union at both Brussels (with the Directorate-General of International Partnerships) and through the programme's work, engaging with EU Delegations at the country level. Coordination structures – including monthly meetings between Brussels and New York – fostered strong communication and deepened collaboration, helping to ensure streamlined coordination and a smooth transition from Spotlight Initiative 1.0 to Spotlight Initiative 2.0, including through the HIVE Programme.

The European Union's role in Joint Programme governance is also critical. The European Union is a full member of the HIVE Joint Programme Steering Committee and actively participated in the first Steering Committee proceeding, which took place in October 2024 as noted above. The coordination with the European Union under the HIVE Programme was further leveraged to identify and enhance synergies with the ACT Programme – also supported by the European Union – and Spotlight Initiative 2.0, including through governance mechanisms (as the European Union sits on both the HIVE Joint Programme Steering Committee and the Advisory Board of Spotlight Initiative 2.0, as noted above).

Moreover, close collaboration with the European Union has enabled stronger work across the HIVE Programme's technical and thematic areas. This includes knowledge management and dissemination (including in the development and roll-out of the [Learning Centre](#)), global advocacy and events, monitoring and evaluation (including through engagement in the revision of the Initiative's global results framework) and effective support to incoming Spotlight Initiative programmes. The results of this collaboration are further detailed in the [Results chapter](#).



### **HIVE Programme coordination with UN agency focal points and the broader UN system**

Leveraging the partnerships established during the first phase of Spotlight Initiative, the HIVE Programme further fostered strategic coordination across the UN system, deepening alignment with UN Reform principles and enhancing joint action to end violence against women and girls.

Throughout 2024, Spotlight Initiative's UN agency focal points (UN headquarters-level representatives), played a vital role at multiple levels, strengthening coordination at headquarters, advancing resource mobilization efforts, supporting country programme development, and strengthening technical guidance, programme strategies, and research and knowledge production.

Covering both technical and managerial aspects, agency focal points met monthly in 2024 to ensure seamless collaboration. The year began with a co-hosted retreat, where agency representatives reaffirmed the Initiative's strategic coordination mechanism and its role in uniting the UN system to drive impactful, collective action. Regular inter-agency discussions at the global level followed, enhancing communication and information management as well as fostering coherence with evolving priorities.

Agency focal points have provided critical support in programme development by maintaining open communication and flexibility in responding to the needs of UN Country Teams (UNCTs). They have been proactive in following up with UN Country Teams interested in launching Spotlight Initiative 2.0 programmes, reviewing programme documents and budgets, attending strategic in-country workshops, and supporting joint resource mobilization efforts. Their continued engagement underscores their commitment to UN system-wide collaboration in support of ending violence against women and girls, improving operational efficiency, and scaling up good practices.

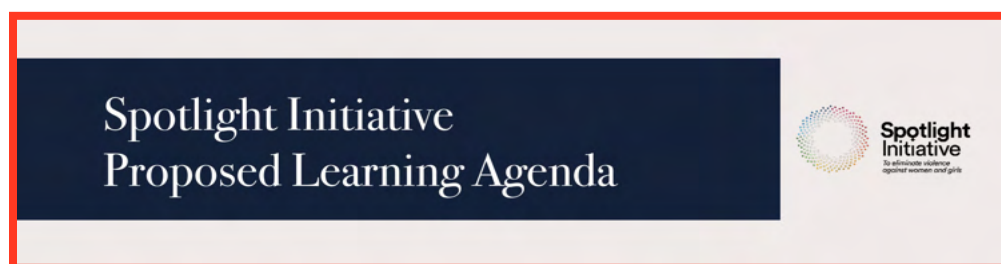
Additionally, agency focal points have been actively involved in various exercises under the HIVE Programme, including in the update of Spotlight Initiative's global results framework, which was launched in the fourth quarter of 2024. This process



will help ensure a more responsive and relevant global results framework, and strengthen ownership of the same. The insights and expertise of agency focal points (and others in the process) are strengthening the framework, contributing to its improved use by country and regional programmes, and allowing it to better capture change across diverse programme contexts.

Agency focal points were also engaged throughout the HIVE Programme team's participation at the Sexual Violence Research Initiative (SVRI) Forum 2024. In the lead-up to the SVRI Forum, agency focal points received regular monthly updates on the Initiative's planned engagements. UN Women developed a joint calendar of UN engagement at the SVRI Forum to support synergy across UN agencies' participation, and an in-person convening was held at the Forum to support exchange and alignment. The commitment to a "one-UN" approach at international convenings such as the SVRI Forum has sparked further discussions around how to strengthen inter-agency collaboration on ending violence against women and girls and expand joint visibility opportunities within the context of these forums. Moreover, the HIVE Programme Team collated and regularly shared updates with the agency focal points for their inputs and review, strengthening coordination and coherence across shared portfolios.

Agency focal points further supported technical work under the HIVE Programme through their engagement in the user reference group, which supported the production, roll-out and dissemination of the Spotlight Initiative Learning Centre, ensuring uptake and awareness of the new platform among UN agency stakeholders working to end violence against women and girls. Agency focal points also supported the dissemination of the [Compendium of Innovative and Good Practices and Lessons Learned](#), and provided critical feedback to the [Spotlight Initiative Research and Learning Agenda](#), helping to strengthen the Agenda's proposals on learning partnerships and cross-agency synergies on research to end violence against women and girls.



Under the HIVE Programme, agency focal points gave critical support to governance-related processes and provided valuable insights into the Initiative's Resource Mobilization Strategy, which led to the establishment of partnership focal points – demonstrating strong inter-agency collaboration for effective resource mobilization at the country level.

The HIVE Programme deepened inter-agency collaboration beyond the agency focal point group by engaging with key United Nations knowledge management networks. This included leading the UN Headquarters Knowledge Management Group on Ending Violence against Women and Girls and participating in the UN Inter-Agency Knowledge Management Group led by the United Nations Development Coordination Office. This is described further in [the section on Results](#).

## 4. Results

### 4.1 Overview

In 2024, through the HIVE Programme, Spotlight Initiative reinforced its role as a centre of excellence, ensuring that the knowledge, tools, and structures built during its first phase continued to inform policy, strengthen programming, and accelerate action at all levels. This past year marked a critical period of consolidation, expansion, and innovation, including by refining results frameworks, deepening research, enhancing data systems, and building capacity within UN teams and civil society to sustain and scale impact to end violence against women and girls.

Partnerships and engagement remained at the heart of the programme's success in 2024. The HIVE Programme fostered deeper collaboration across UN agencies, governments, donors, and civil society, ensuring that ending violence against women and girls remains a global priority. A key highlight was the Initiative's engagement at the 2024 Sexual Violence Research Initiative Forum, which provided a platform for advancing the Initiative's research agenda, amplifying evidence-based approaches, and deepening collaboration with key partners across the EVAWG ecosystem. In parallel, the expansion of the [Learning Centre](#), the integration of knowledge management platforms, and targeted advocacy at high-level global events all contributed to widening the reach and influence of Spotlight Initiative's comprehensive approach.





The HIVE Programme team also supported the development and conceptualization of a new generation of Spotlight Initiative programmes. Spotlight programmes launched in several regions and UN Country Teams received direct technical and strategic support to embed best practices into their efforts to end violence against women and girls. At the same time, civil society engagement was further institutionalized, with strengthened civil society reference groups and renewed commitments to feminist and grassroots leadership at all levels.

The results achieved in 2024 reflect a year of transition, from proof-of-concept to long-term institutionalization, ensuring that the lessons, structures, and momentum from the first phase of Spotlight Initiative continue to drive transformative change.

## **4.2 Amplifying Impact - Driving Efforts to End Violence against Women and Girls**

### **Result 1: The HIVE Programme has further enhanced and published data and research**

#### **Spotlight Initiative monitoring and evaluation, and reporting**

Building on lessons learned during Spotlight Initiative 1.0, including from the [final evaluation of the Initiative](#), the HIVE Programme prioritized strengthening the Initiative's global results reporting system and processes to enhance data quality and improve monitoring for strengthened evidence-based decision-making.

A major step in this effort was the launch of a revision process of Spotlight Initiative's 1.0 global results framework in late 2024. To inform the revisions, the HIVE Programme initiated a consultation process involving experts and stakeholders across the EVAWG ecosystem. Concurrently, a list of potential reference group members (to accompany and advise the process) were identified, including representatives from Spotlight Initiative 1.0 programmes, former (as well as current) members of the Initiative's national, regional, and global civil society reference groups, women's funds, research institutions, the World Bank, UN agencies, and monitoring, evaluation and learning experts specializing in eliminating violence against women and girls. The European Union was also identified as a potential member of the reference group to provide technical advice and strategic insights, as noted above. The reference group is to be constituted and engaged in early 2025.

To be completed in mid-2025, this revision process is expected to yield a revised global results framework that will improve programme monitoring and impact measurement, including particularly for marginalized groups.

Relatedly, initial discussions on the revision process pointed to the need for deeper integration of participatory approaches to monitoring, evaluation, reporting and

learning (PMERL) across Spotlight Initiative more generally. While the Spotlight Initiative's 1.0 Global Monitoring and Evaluation Strategy already incorporated participatory monitoring, evaluation, and reporting principles and dedicated guidance on PMERL is available, the further roll-out and implementation of PMERL-related activities (including a capacity-building series) is planned for 2025–2026 as a critical component of the HIVE Programme.

### **Strengthening results-based monitoring and reporting to better capture change**

In addition to revising Spotlight Initiative's 1.0 global results framework, the HIVE Programme worked to improve data collection (on results reporting and CSO engagement) and streamline reporting more generally. A significant milestone in 2024 was expanding civil society reporting (reporting on additional dimensions of quality funding and reach) and streamlining this reporting into the Initiative's existing results reporting system. This promotes better quality data, and strengthened aggregation at the global level, improving Spotlight Initiative's ability to monitor funding flows, track engagement with diverse civil society organizations (in the spirit of leaving no one behind), and better communicate impact. To support this transition, the HIVE Programme provided webinars and live tutorials (in English and Spanish), along with guiding templates to ensure smooth adoption.

Additionally, to improve the clarity, coherence, and comparability of Spotlight programme reporting, the HIVE Programme introduced enhanced standardized reporting templates. These templates were designed to streamline data presentation and improve consistency across reports, ensuring that reports better capture the rich change to which Spotlight programmes contribute, through enhanced results-based reporting.

The updated templates also responded to new realities under Spotlight Initiative 2.0, particularly for programmes with multiple donors and non-commingled funds. The newly developed template allows country and regional programme teams to produce a single, comprehensive report for an entire programme rather than having to generate separate, donor-specific reports, thereby streamlining the process and fostering efficiency.

To further strengthen reporting processes, the HIVE Programme conducted targeted capacity-building sessions for country and regional programme teams. These sessions provided training on how to generate high-quality, insightful reports that effectively communicate impact and lessons learned. By supporting programme teams in adopting the new reporting structures, the HIVE Programme ensured that stakeholders across Spotlight Initiative 2.0 can access clear, standardized, and meaningful data to support decision-making and advocacy.

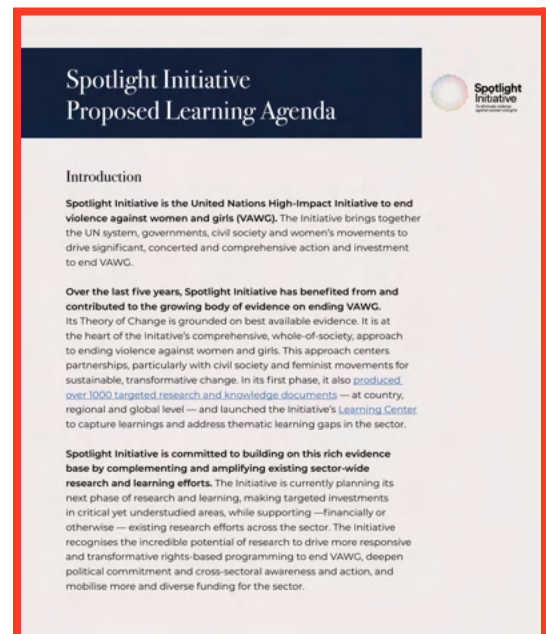
Finally, the HIVE Programme team conducted a participatory review of the HIVE Joint Programme results framework. The review engaged the entire HIVE Programme team to ensure informed, relevant adjustments were made. As a result, indicator statements, milestones, and targets were revised and they now better (and more realistically) capture the contributions of the HIVE Programme. Adjustments to milestones and targets responded to the emergent geopolitical context and the challenging funding landscape. The revised framework has been shared with the HIVE Programme Steering Committee and is expected to be endorsed within the first quarter of 2025.

Through these advancements, the HIVE Programme continues to strengthen global coordination, improve data quality, and enhance reporting systems, equipping partners with the tools needed to deliver high-quality, evidence-driven programming to end violence against women and girls.

### **Advancing research and learning to end violence against women and girls**

In addition to strengthening monitoring and evaluation systems, the HIVE Programme also worked to deepen research and learning efforts, ensuring that evidence generation continues to inform both policy and practice, and that knowledge is contributing to the broader EVAWG sector.

Under the first phase of the Initiative, the Initiative commissioned a scoping study to identify knowledge gaps, build on past research, and amplify local and global efforts to end violence against women and girls. Based on a landscaping review of existing research, knowledge products and external seminal research, as well as a series of stakeholder consultations, the scoping study provided insights on current knowledge needs and research gaps in efforts to end violence against women and girls and outlined recommendations as to how the next phase of Spotlight Initiative can be most complementary and additive to the field. This scoping exercise was packaged into a Research and Learning Agenda (summarized in this [Learning Agenda Brief](#)), which has been shared back with the breadth of stakeholders engaged in its development in order to strengthen recommendations and suggestions around partnerships to take the work forward, including via extensive discussions at the SVRI Forum (detailed further [below](#)).



A focus was also placed in 2024 on further amplifying the Learning Agenda's findings among the broader EVAWG community, as well. The [Learning Agenda Brief](#) was widely disseminated, including during the Initiative's engagements at the SVRI Forum, as noted above. To further support socialization and dissemination of the Learning Agenda, the HIVE Programme team also delivered presentations to the World Bank's Social Sustainability and Inclusion team. This feedback loop has been essential in ensuring that the areas of research and learning the HIVE Programme will take forward are relevant, responsive to identified needs, and complementary of the existing research and learning.

Building on these dissemination and engagement efforts, in 2025, Spotlight Initiative will develop a targeted research and learning strategy that addresses relevant evidence and learning gaps. Extensive discussions with diverse partners are helping to ensure the work is responsive and complementary rather than duplicative, and meaningfully contributes to a strengthened evidence base on what works to improve programming over time and accelerate efforts to end violence against women and girls.

Under Spotlight Initiative 1.0, three new technical briefs exploring intersecting issues critical to fostering responsive, sustainable programming were developed. These included a study on the importance of leveraging national resources to end violence against women and girls and a second learning brief series focused on: highlighting interconnections between the climate crisis and violence against women and girls; the importance of centring the principle of leaving no one behind in programming; and the impact of inequality on levels of violence against women and girls. In late 2024, under the HIVE Programme, the team initiated the development of a targeted dissemination strategy to strengthen learning and engagement around these thematic issues. The strategy includes social media promotion, programme stakeholder engagements, and activations at the margins of high-level events, which are all to be rolled out in 2025.

## **Result 2: The HIVE Programme consolidated evidence and tools to end violence against women and girls.**

Throughout 2024, the HIVE Programme team continued to invest deeply in the curation and dissemination of knowledge. The programme team formulated new knowledge products, rolled out and amplified existing learning resources among diverse audiences, and coordinated extensive engagements at the 2024 SVRI



Forum in aid of advancing the global evidence base on ending violence against women and girls, supporting cross-sector learning, and enhancing comprehensive programming among new Spotlight Initiative programmes.

### **Amplifying the compendium of innovative and good practices and lessons learned**

Significant attention was directed throughout 2024 to rolling out the [Compendium of Innovative and Good Practices and Lessons Learned](#), which presents 50 case studies and 47 lessons learned generated by Spotlight Initiative 1.0 programmes. It provides practitioners with practice-based knowledge on ending violence against women and girls that is innovative, high-impact, sustainable, and localized. A custom dissemination strategy was developed to amplify awareness of the Compendium among EVAWG practitioners, including content features on the Strategic Hub for International Networking and Engagement ([SHINE](#)) and the Community of the Spotlight Initiative, email blasts, and a comprehensive social media package, which supported promotion of the Compendium across Spotlight Initiative’s social media channels.



To generate interest around the content of the Compendium and reach diverse audiences, the HIVE Programme team worked with the [ImpactMapper](#) team, which supported the development of the Compendium, to produce a series of reflective blogs that were published on the SHINE platform. The first of these presented [methodological reflections and key lessons learned](#)

from the extensive process of gathering data on successful strategies, challenges and innovative processes undertaken by Spotlight Initiative programmes, while the second blog [reflected on the ImpactMapper team’s visits to Spotlight Initiative programmes](#) in Ecuador, Malawi, and Trinidad and Tobago, sharing valuable tips for practitioners on how to strengthen data gathering methods during programme visits. To enhance accessibility of the Compendium, the HIVE Programme team also arranged for the translation of the [Compendium summary brief](#) into Arabic, French, Portuguese, Russian, and Spanish. Over 300 copies of the translated Compendium brief were distributed within the Spotlight Initiative booth at the 2024 Sexual Violence Research Initiative Forum.

**Compendium of Innovative and Good  
Practices and Lessons Learned**





## Curating new learning resources

Throughout 2024, the HIVE Programme team continued to invest heavily in curating and disseminating innovative, promising, and good practices generated by the first generation of Spotlight Initiative programmes. In commemoration of the International Day of Zero Tolerance for Female Genital Mutilation, the programme team released a new [knowledge brief](#) highlighting sustainable approaches employed by Spotlight Initiative 1.0 programmes in working to eliminate female genital mutilation. In response to a request from EU partners, the programme team also developed a [new knowledge brief](#) presenting key approaches and lessons learned from Spotlight Initiative's work during its first phase to engage faith-based actors and women religious leaders. New guidance, briefs, and knowledge resources continued to be widely disseminated to an audience of over 3,000 stakeholders through the Initiative's monthly newsletters.



## Amplifying and further consolidating the global knowledge product tracker

In 2024, the HIVE Programme team engaged in an extensive process of quality assurance of the [Global Knowledge Product Tracker](#). The Tracker consolidates more than 1,000 knowledge products from across Spotlight Initiative country and regional programmes, as well as the Secretariat, into one centralized repository, providing ease of access to these resources for all stakeholders in the EVAWG ecosystem. To further consolidate access to the Initiative's wealth of knowledge resources, efforts were also initiated to integrate the Global Knowledge Product Tracker within the Spotlight Initiative Learning Centre platform.

## Coordinating the UN Knowledge Management Group on ending violence against women and girls

Throughout 2024, the HIVE Programme team continued to lead coordination of the Knowledge Management Group on Ending Violence against Women and Girls, which provides a platform for focal points at headquarters level to enhance synergy on knowledge management activities on ending violence against women and girls across different funds and initiatives, including the Women's Peace and Humanitarian Fund, the UN Trust Fund to End Violence against Women, and UN Women. Meetings in 2024 facilitated cross-agency collaboration on activities at the 2024 SVRI Forum, as well as

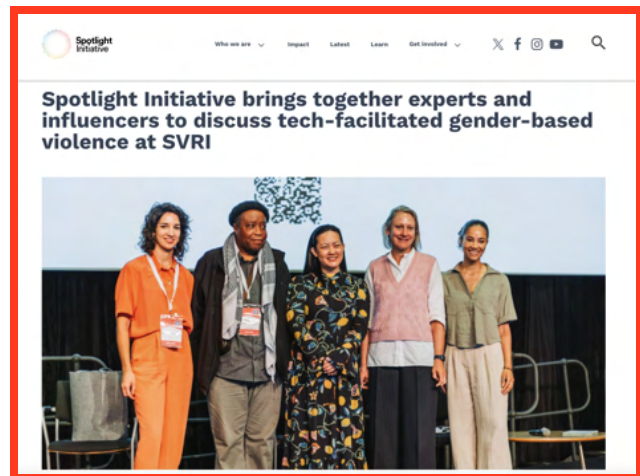
on key engagements surrounding UN Women’s global campaign to mark the 30<sup>th</sup> anniversary of the Beijing Declaration and Platform for Action.

This group has played a crucial role in strengthening the systematic sharing and use of evidence across the UN system, ensuring that lessons learned from Spotlight Initiative’s first phase inform broader institutional practices and enhance global efforts to end violence against women and girls. By fostering cross-agency learning and coordination, these engagements reinforce the Initiative’s role as a driver of innovation, knowledge exchange, and sustained impact within the UN system.

### **Strengthening the global evidence-base: Engagements at the 2024 SVRI Forum**

A key contribution to the HIVE Programme’s investments in strengthening the global EVAWG knowledge base lay in its extensive engagements at the 2024 Sexual Violence Research Initiative (SVRI) Forum. The SVRI Forum, a biennial global event since 2009, brings together researchers, activists, policymakers, and practitioners to address violence against women and children, particularly in low- and middle-income countries. In 2024, the Forum attracted over 1,500 attendees focused on understanding, preventing, and responding to violence against women and girls.

As part of its engagement at the SVRI Forum, the HIVE Programme team provided support to five bursary awardee researchers and practitioners to present their research at the Forum. The research presented by the awardees covered diverse topics, including gender-based violence in emergencies in Sudan, child maltreatment in Uganda, the intersection of activism and gender-based violence in Mexico, the links between gender-based violence and climate change in Samoa, and racial prejudice faced by survivors in accessing services in Brazil.



To exemplify its global impact and the learnings of its comprehensive model, the HIVE Programme team hosted three participant-driven events at the SVRI Forum, bringing together practitioners, feminists, researchers, and other stakeholders in critical conversations around how to accelerate efforts to end violence against women and girls.

The first of these events was titled “[Unfollowing Misogyny: A conversation on digital technology and violence against women and girls](#)”. Bringing together experts, parliamentarians, and activists, the session explored approaches to making social

media and online spaces safer for women and girls, survivors and marginalized groups. Rich discussions underscored the need to balance leveraging of emerging technologies with taking proactive steps to challenge gender social norms that perpetuate toxic masculinity, together with the need to better invest in digital literacy.

# Principles and Initial Actions to Guide Spotlight 2.0

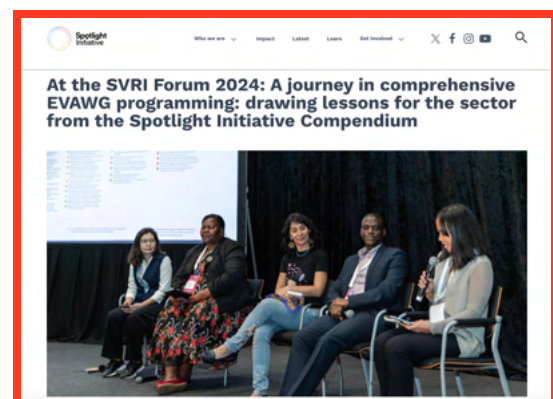
OUTCOME OF A CO-DESIGN PROCESS LED BY MEMBERS OF THE CIVIL SOCIETY REFERENCE GROUPS (CS-RGS) TO SPOTLIGHT



As part of its engagement at the Forum, the Spotlight Initiative Civil Society Global Reference Group also hosted a workshop on the [co-design principles](#), titled “Building a Collective Vision for Globally Coordinated EVAWG Programming”. The session underscored the importance of flexible funding in enhancing localization of programming, and explored diverse advocacy strategies to strengthen feminist funding.

The final event hosted by the HIVE Programme at the SVRI Forum was titled “[A journey in comprehensive EVAWG programming: Drawing lessons for the sector from the Spotlight Initiative Compendium](#)”. The event brought together experts, practitioners, and activists whose work and stories are highlighted in the Spotlight Initiative [Compendium](#) to share and interrogate critical learnings, replicable practices, and effective and innovative approaches to comprehensive EVAWG programming.

The session featured reflections and testimonies from stakeholders working across diverse and innovative programming areas, including a qualitative data approach to ending femicide in Ecuador, DNA labs that have strengthened prosecution rates of violence against women and girls in Uganda, and educational mobile games that are raising awareness around child and forced marriage in Kyrgyzstan. The session underscored the importance of a socioecological approach to ending violence against women and girls and drew out critical lessons learned in approaches to securing the sustainability of programme impacts.



As part of its engagement at the SVRI Forum, the HIVE Programme also hosted an exhibition booth, creating a dynamic space to share and improve uptake of core



knowledge resources, including the Compendium of Innovative and Good Practices and Lessons Learned, the Learning Centre, the [Thematic Assessment](#), and the Learning Agenda, among others. The booth was visited by over 300 Forum participants and provided a critical space for networking and exchange. Amplification of Spotlight Initiative's unique, comprehensive model was built into the design of the booth, which featured a visual map of the 50 case studies presented in the Compendium, foregrounding innovative, promising and good practices from across the Initiative's six original programming pillars. The exhibition booth also presented a valuable opportunity to raise awareness of the Learning Centre. Over 500 copies of a designed postcard with a QR code linking to the Learning Centre were distributed, while a video demonstration on navigating the platform, as well as video testimonials from the user reference group, were featured prominently in the booth's exhibition space.



The SVRI Forum also presented broader opportunities to amplify Spotlight Initiative knowledge resources, including through a poster presentation on the “Findings of the Spotlight Initiative Thematic Assessment”, highlighting the learnings of the exercise (conducted by Social Development Direct), while members of the Civil Society Global Reference Group presented a poster on “Feminist civil society learnings from the UN Spotlight Initiative 1.0: The promise and challenges of globally coordinated EVAWG programming”.



Over the course of the SVRI Forum, the Spotlight Initiative website experienced a 20 per cent increase in engagement from online users, while visits to the Learning Centre platform and the Compendium of Innovative and Good Practices and Lessons Learned increased by 46 per cent, demonstrating the enhanced visibility generated across the HIVE Programme team's diverse engagements at the Forum.

The SVRI Forum also provided the opportunity to expand knowledge management partnerships. Over the course of the Forum, the HIVE Programme team held strategic discussions with the Prevention Collaborative, the Accelerator for GBV Prevention, the Global Women's Institute, the International Justice Mission, FHI 360, Social

Development Direct, and the Coalition of Feminists for Social Change, among others, exploring opportunities for collaborations on new research and learning work. Additionally, the HIVE Programme team participated in the Sexual Violence Research Podcast to discuss comprehensive programming to end violence against women and girls (in line with Spotlight Initiative’s model, as presented in the [Learning Centre](#)). Further information on Spotlight Initiative’s engagement at the SVRI Forum is available in this [report](#).



### Scaling impact: Adoption of the Learning Centre

During 2024, the HIVE Programme team invested deeply in rolling out the [Spotlight Initiative Learning Centre](#) (formally referred to as the Technical Package). The Learning Centre was developed through the Global Platform Project under the first phase of Spotlight Initiative; under the HIVE Programme, funds were directed to finalizing the launch and supporting the extensive dissemination of the platform for improved uptake. A tool by design, the Spotlight Initiative Learning Centre is a holistic learning space aimed at individuals and organizations designing, implementing, and managing comprehensive programmes to end violence against women and girls. The platform synthesizes Spotlight Initiative’s wealth of knowledge and learning together with wider evidence, expertise, and tools emerging from the broader EVAWG field, facilitating the accessibility and replicability of the good practices generated by Spotlight Initiative and enabling its comprehensive approach to end violence against women and girls to be modelled widely.

To support the Learning Centre’s uptake, a multi-faceted dissemination strategy was implemented, including content promotion on SHINE and the Community of the Spotlight Initiative, email campaigns, and a comprehensive social media package. The programme team also engaged five members of the Learning Centre user reference group – representing civil society, the European Union, and governments – who provided testimonial videos highlighting their experiences and their expectations about the ways in which the platform will support their work.

Additionally, recognizing the broader technical support needs of new Spotlight Initiative programmes, the HIVE Programme team also initiated the development of a comprehensive capacity development strategy, anchored in the Learning Centre's content (detailed further in [Result 4](#)). The capacity development strategy will be consolidated and implemented in 2025, reinforcing the Learning Centre's role in sustaining and scaling up high-quality, evidence-driven EAWG programming.

Further outreach efforts to promote comprehensive programming to end violence against women and girls (through the Learning Centre) included dedicated presentations of the Learning Centre to key stakeholders. Walk-throughs were presented to the UN Development Coordination Office, the headquarters' Knowledge Management Group on Ending Violence against Women and Girls, and the UN Inter-Agency Knowledge Management Group. A walk-through of the Learning Centre's features was also delivered to stakeholders from EU Delegations during an InfoPoint event marking the International Day for the Elimination of Violence Against Women. Critically, as noted above, raising awareness of the Learning Centre was also a pivotal focus of the HIVE Programme's engagements at the 2024 SVRI Forum.

To enhance accessibility and inclusivity, the HIVE Programme team initiated the integration of a multilingual tool into the Learning Centre, ensuring content availability in several languages, including Arabic, French, Portuguese, Spanish, and Russian. In preparation, consultations were held with the UN Inter-Agency Group on Knowledge Management and UNAIDS to identify best practices for artificial intelligence (AI)-supported translation. The tool is set for integration in 2025.

The Learning Centre also serves as a platform for partnership expansion and content enrichment. In 2024, the HIVE Programme team and the Women's Peace and Humanitarian Fund collaborated to further enhance the women's movements module. Additionally, the Women's Peace and Humanitarian Fund provided five new knowledge resources showcasing learnings from their grassroots coalition-building support, further strengthening the platform's content offering.

In 2024, the HIVE Programme team engaged 60 UN Country Teams at various stages of development for the next generation of Spotlight Initiative programmes. To ensure that good practices and lessons from the first generation of programmes were effectively integrated, links to the Learning Centre and the Compendium of Innovative and Good Practices and Lessons Learned were shared with all UN Country Teams developing concept notes and programme documents.

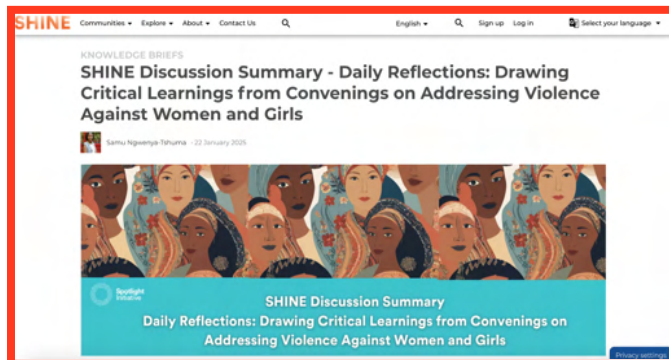
To further support the application of proven strategies and approaches – and to ensure programme design remains aligned with the Spotlight Initiative model and core principles – the HIVE Programme team initiated the development of a capacity-building webinar series for UN Country Teams, grounded in the content of

the Learning Centre, which is scheduled for rollout in 2025. The webinar series is explored in further detail in the section on country programme development [below](#).

## **Enhancing engagement: Consultations and community-building on the SHINE platform**

The SHINE hub, developed by the United Nations Trust Fund to End Violence against Women (UNTF EVAW) in collaboration with Spotlight Initiative, is a bespoke platform that brings together government, civil society, the United Nations, the European Union, and other stakeholders to exchange knowledge and co-create solutions to ending violence against women and girls. Available in over 100 languages, SHINE serves as a strategic space for sharing expertise, networking, and accessing tailored resources to support global policy, programming, and advocacy on ending violence against women and girls.

In 2024, Spotlight Initiative and UNTF EVAW explored new modalities, including the integration of AI, to enhance online engagement and ensure that the platform continued to evolve in response to its community's needs. SHINE was regularly featured in newsletters to the broader Spotlight Initiative community in order to enhance visibility, encourage subscriber sign-ups, and drive engagement with this dynamic platform.



Throughout 2024, SHINE continued to be leveraged to promote and support the uptake of new knowledge resources and tools developed by Spotlight Initiative, including in particular learning from the Thematic Assessment, which assessed the Initiative's contribution to the engagement of civil society, the implementation of leaving no one

behind, and movement building. As part of this effort, emergent findings of the Thematic Assessment were shared with participants, closing the feedback loop with those who participated, strengthening the recommendations of the assessment, and supporting dissemination of the assessment's learnings. Dedicated pages were also set up on SHINE to promote the Spotlight Initiative Compendium of Innovative and Good Practices and Lessons Learned, as well as the Spotlight Initiative Learning Centre.

In October and November of 2024, the Secretariat hosted a SHINE online discussion titled [“Daily Reflections: Drawing Critical Learnings from Convenings on Addressing Violence Against Women and Girls”](#). Open to delegates of the SVRI Forum, including bursary awardees and panelists of Spotlight Initiative's participant-driven events, the discussion provided a space for participants to reflect on key insights and learnings



from the Forum. Key thematic areas that emerged during the discussion underscored the importance of knowledge co-creation with activists, as well as the need for greater allocation of research funding to global majority countries.

### **Result 3: The HIVE Programme progressed strategic partnerships to advance efforts to end violence against women and girls.**

#### **Civil society at the centre of partnerships**

##### ***Empowered civil society: Supporting civil society reference groups to sustain impact***

In 2024, the HIVE Programme significantly advanced efforts to empower civil society by strengthening and supporting civil society reference groups at the global, regional and national levels. The selection process for the new Spotlight Initiative Civil Society Global Reference Group was completed through a civil society-led effort that reviewed over 140 applications from more than 50 countries. A diverse group of 17



outstanding individuals were nominated from 16 different countries representing all global regions, including Africa (Botswana, Nigeria, Uganda, and Zimbabwe), Asia (India, Kazakhstan, and the Philippines), Caribbean (Trinidad and Tobago), Europe, (Moldova, and the United Kingdom of Great Britain), Latin America (Argentina, and Paraguay), North America (the United States), the Pacific (Samoa), and Southwest Asia and North Africa (Iran, and Morocco). These members, with their backgrounds in social justice, human rights, and advocacy, are well-positioned to assume their triple mandate (advocating for the Initiative, advising it, and holding it accountable) while ensuring that feminist and women's movements remain central partners in achieving the Initiative's objectives.

The first retreat of the newly selected Civil Society Global Reference Group was held in Cape Town, South Africa, from 17-19 October 2024. Attended by 15 of the 17 members, this on and offline (hybrid) event provided a platform to familiarize members with the Initiative's work from its first phase, clarify their mandate, and establish their 2024-2026 strategy and advocacy plans. The retreat resulted in the drafting of a new advocacy strategy focused on protecting women human rights defenders, and a road map for guiding the Initiative's next phase. A comprehensive strengths, weaknesses, opportunities, and threats (SWOT) analysis informed these strategic directions, ensuring an evidence-based approach to advocacy and coordination. Additionally, mechanisms for nominating Civil Society Global Reference Group representatives in key advocacy and governance spaces were established to foster inclusive and accountable representation. This alignment set a solid foundation for sustained collaboration and influence in the Initiative's future, as Spotlight Initiative 2.0 shapes up and rolls out.

Following its selection, the Civil Society Global Reference Group engaged in monthly meetings to approve its costed workplan and establish its key priorities. These meetings also provided an opportunity for members to receive well-coordinated updates from the Spotlight Initiative Global Team and better coordinate its representation in different governing bodies. The approval of the Group's workplan helped ensure that its objectives remained clear, structured and actionable, enabling sustained impact in civil society engagement within the Initiative.

As shared above, the Civil Society Global Reference Group demonstrated strong visibility and participation at the 2024 SVRI Forum, where at least four members were featured as speakers or workshop facilitators. The Group also held its "Building a Collective Vision for Globally Coordinated EVAWG Programming" workshop on 22 October 2024, a dedicated workshop on the co-design principles for the second phase of the Spotlight Initiative (Spotlight Initiative 2.0), which sparked meaningful discussions among stakeholders. Beyond formal engagements, Civil Society Global Reference Group members maximized their presence at the Forum by holding strategic meetings with donors, civil society partners, and key actors, thereby strengthening partnerships and advancing advocacy goals.

The Civil Society Global Reference Group has played a critical role in ensuring civil society representation at major global events at the United Nations, such as the 68<sup>th</sup> Commission on the Status of Women (CSW), the High-Level Political Forum (HLPF) and the United Nations General Assembly (UNGA). At CSW 2024, for example, the Civil Society Global Reference Group members socialized the co-design principles through workshops and high-level meetings with diverse stakeholders from UN representatives, donors, and civil society global networks, helping to ensure and

further advocate for a rights-based approach to ending violence against women and girls and meaningful support for the critical work of civil society.

### **Co-implementation of the co-designed principles**

The year 2024 marked the beginning of the co-implementation of the principles co-designed in 2023 by a diverse range of civil society partners on funding mechanisms, programme quality, human rights mechanisms, and the meaningful engagement of civil society within UN initiatives.

A key recommendation of the co-design process was to further strengthen the Initiative's model by aligning it more explicitly with human rights instruments and mechanisms, better ensuring rights-based, quality programming. In response, the HIVE Programme team has launched an exploratory phase with the Office of the United Nations High Commissioner for Human Rights (UN OHCHR), the Platform of Independent Expert Mechanisms on Discrimination and Violence against Women (the EDVAW Platform), and diverse civil society organizations, including the Urgent Action Fund, to identify the best strategy for integrating human rights mechanisms into upcoming Spotlight Initiative programming. This will be a priority for 2025.

To respond to growing civil society demands, Spotlight Initiative and the UN Trust Fund to End Violence against Women, working together, convened an inter-agency task force to influence how the UN system resources civil society organizations, especially women's rights organizations and women-led organizations. The task force, comprising representatives from 12 UN entities, is committed to driving systemic change in UN funding practices. Its initial step involved commissioning a discussion paper analysing current UN funding strategies and practices supporting women's and civil society organizations, laying the groundwork for future reforms and increased commitment to resourcing feminist movements.

### **Launching new Spotlight Initiative civil society regional and national reference groups**

As part of the design process for new Spotlight Initiative 2.0 country and regional programmes, the HIVE Programme team supported extensive consultations with civil society. These consultations included the development of interim civil society national and regional reference groups (including in Uganda, Ecuador, Liberia, Sierra Leone, and the Africa Regional Programme). Convened to ensure meaningful civil society engagement in the development and roll-out of these programmes, these groups participated in extensive consultations, reviewed Spotlight Initiative programme design documents, and contributed to workshops to exchange best practices and, at times, facilitated consultations with their constituents and among other civil society (in Sierra Leone, for example).

The Civil Society Global Reference Group also supported these efforts by facilitating discussions among national and regional reference group members. Through these

strategic interventions, the HIVE Programme reinforced its commitment to empowering civil society and ensuring its sustained role in advising and holding the Initiative accountable, which is critical for its impact.

## **Expanding strategic partnerships to strengthen resource mobilization for ending violence against women and girls**

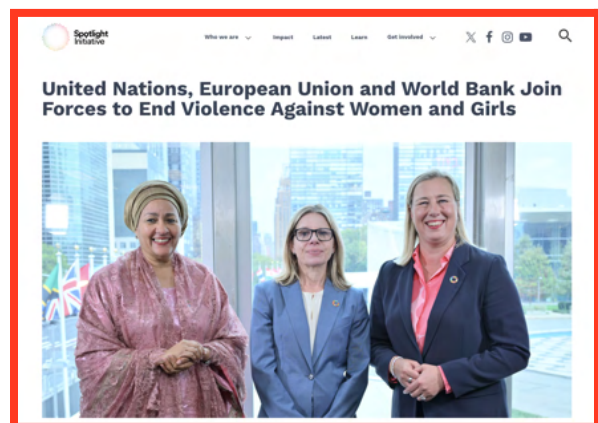
### ***Global partnerships for resource mobilization***

In 2024, Spotlight Initiative advanced its global partnerships efforts, including through the recruitment of a Resource Mobilization and Partnerships Advisor tasked with leading the Initiative’s partnerships work. Commencing work on 1 February 2024, the Advisor led the development of a new Partnerships Strategy in consultation with partner UN agencies, civil society, and donors. The Strategy, which launches in the first quarter of 2025, aims to bring greater cohesion to partnership efforts, including by engaging a range of new partners in the Initiative. The Strategy also prioritizes public and private partners, including foundations, corporations, high net-worth individuals, and “non-traditional” public sector partners, and supports work in both development and fragile contexts, along with thematic priorities, including sexual and reproductive health, technology-facilitated violence against women and girls, and climate change.

In 2024, and with the support of the HIVE Programme, Spotlight Initiative also secured contributions and commitments from EU Delegations, in addition to contributions from Belgium, as well as Ireland, the Netherlands, and the United States of America. With the exception of the Belgium contribution, which is a flexible, global contribution, all other funds received are earmarked for specific countries, reflecting a wider trend among bilateral partners to earmark support to UN entities, as well as decentralizing funding decisions.

While no new flexible funding partners were secured in 2024, the Initiative continues to prioritize discussions with donors, making the case for flexible support as the most efficient and impactful funding model. Although the donor landscape continues to rapidly shift and evolve, including several Member States retreating from support to the multilateral system, the Initiative will continue to prioritize flexible contributions in discussions with partners, making the case that flexible support is the most efficient and effective way for the Initiative to deliver on its global ambition of reaching 100 million women and girls with its programming.

As part of efforts to diversify funding sources and strategic partnerships,





Spotlight Initiative secured a [new partnership with the World Bank](#) in September 2024, alongside the European Union, aimed at advancing the World Bank's gender strategy and response efforts on violence against women and girls by building on Spotlight Initiative's comprehensive model. This partnership reflects the Initiative's ongoing efforts to engage non-traditional funding partners, strengthening collaboration across international financial institutions (IFIs) and regional banks to expand financing for comprehensive programming to end violence against women and girls.

Through the support of the HIVE Programme, a strategy for engagement with the World Bank that will entail collaboration in six priority countries identified and agreed to by the United Nations, the European Union, and the World Bank is being developed.<sup>2</sup> The strategy seeks to enhance partnerships and mobilize funding to advance the prevention of, and response to, violence against women and girls, particularly in fragile contexts.

Beyond bilateral donors, the Initiative is actively engaging with national governments, international financial institutions, regional banks, and the private sector to build a more diversified and sustainable funding base for the prevention of, and response to, violence against women and girls.

### ***Strengthening country-level resource mobilization***

As global contributions shift toward more localized funding mechanisms, in parallel with support in programme ideation and design outlined above, the HIVE Programme supported intensified efforts to liaise with Resident Coordinators' Offices and UN Country Teams across all regions. These efforts are aimed at equipping UN Country Teams with the tools and strategies needed to mobilize resources effectively in an increasingly decentralized donor landscape.

Some key activities in 2024 included:

- o Developing tailored resource mobilization and partnership tools for Resident Coordinators' Offices and UN Country Teams, with a focus on priority countries under the UN-EU-World Bank partnership
- o Providing technical support for donor round tables in Angola, Botswana, Cameroon, Eswatini, Guatemala, Haiti, Lesotho, Madagascar, Malawi, Mongolia, Namibia, Sierra Leone, South Africa, the Southern Africa sub-region, and Zambia
- o Engaging with World Bank regional teams, including the East Africa team, to explore strategic areas for collaboration.

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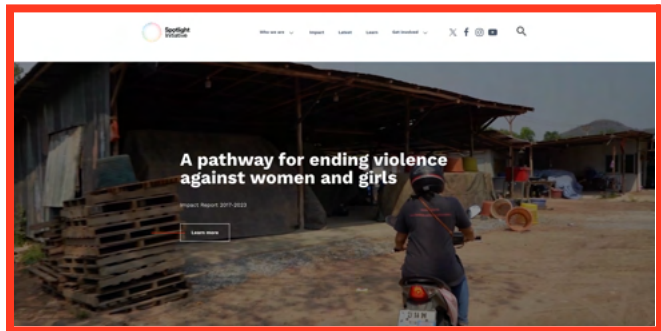
<sup>2</sup> These countries include the Democratic Republic of Congo, Uganda, Chad, Papua New Guinea, and Ecuador.

These efforts are part of a broader strategy to strengthen country-level resource mobilization, ensuring that Resident Coordinators and UN Country Teams are well positioned to secure funding and partnerships that advance comprehensive programming to end violence against women and girls.

### **Further deepening partnerships: High visibility advocacy and convenings to amplify efforts to end violence against women and girls**

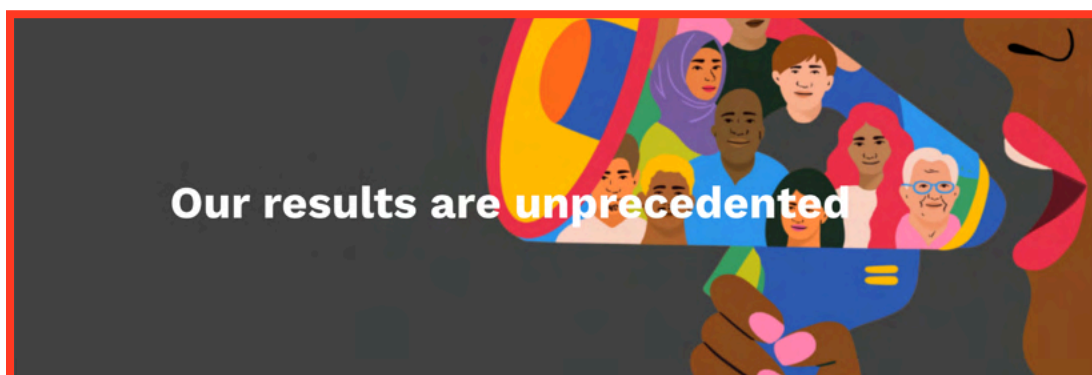
#### ***Expanding reach: Engaging millions through digital global campaigns on ending violence against women and girls***

Throughout 2024, the HIVE Programme leveraged high-visibility advocacy, communications, and strategic partnerships to amplify efforts to end violence against women and girls. By expanding digital campaigns, strengthening global collaborations, and convening key stakeholders, the HIVE Programme reinforced its role as a leading platform for awareness, engagement, and policy influence in the EVAWG space.



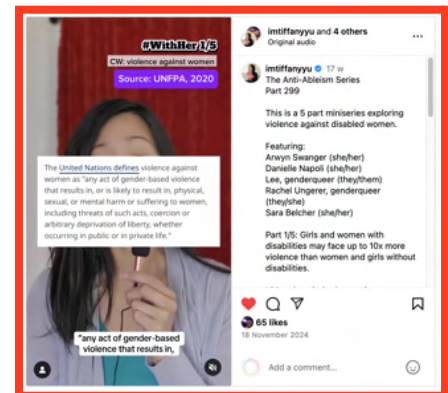
Efforts in communications and visibility remained robust, ensuring that the Initiative's pioneering research, evidence, and results from the first phase continued to inform global discussions and policymaking. A wide international audience was reached and engaged throughout 2024, maintaining momentum for action at global and country levels. The [Spotlight Initiative website](#) published 90 pieces of content in 2024, generating 260,000 page views and 140,000 sessions.

An "[Impact](#)" landing page was added to the website as well as a banner on the homepage to promote the contributions and impact of the Initiative's first phase. Notably, in 2024 the Initiative had 69,000 followers (10.2 per cent increase) and achieved 15.4 million impressions (268 per cent increase) across Facebook, X (formally Twitter), Instagram and YouTube.



Net annual audience growth (6,570) was up 37 per cent by the end of 2024 as compared to 2023, and video views increased 618 per cent (3 million views). The number of published posts (940) reduced by 3.4 per cent and engagements (28,960) reduced by 17.3 per cent. Almost 2,200 Spotlight Initiative-specific articles and stories were published in 2024 by 1,230 media outlets across 90 countries, with an estimated reach of more than 3.4 billion readers. Stories were published in top-tier media outlets including: ABC, the Associated Press, Deutsche Welle, Forbes, Hindustan Times, Infobae, National Geographic, Sohu News, UN News and Yahoo! News, to name a few.

The HIVE Programme has further strengthened the Initiative's ongoing partnership with Social Good Club on its #WithHer campaign, doubling its cohort by adding five new fellows in its #WithHer Champions programme – a network of digital influencers using their platforms to create social change. The HIVE Programme allowed the Initiative to reach new audiences, including on TikTok. In 2024, 14 videos were produced for TikTok and Instagram resulting in 421,595 views (watched until the end of the video), 57,692 likes, 1,710 comments, and 2,479 shares of posts. The 2024 activations include:



- o Tiffany Yu - [Part 1](#), [Part 2](#), [Part 3](#), [Part 4](#), [Part 5](#)
- o Liv Pearsall - [Part 1](#) [Part 2](#) [Part 3](#)
- o Daisy Foko - [Here](#)
- o Brian Cohen - [TikTok](#), [Instagram](#), [YouTube shorts](#)
- o Charles Michel - [Here](#)
- o Shira Lazar - What's Trending - [Here](#)
- o Laysie B - [Here](#)
- o Kahlil Greene - [Here](#).

These advocacy and communications efforts have mobilized additional support, shaped global conversations, and accelerated action to end violence against women and girls. These partnerships and engagements will continue to play a critical role in expanding reach and deepening impact.

### ***Driving change on global stages: High-visibility events***

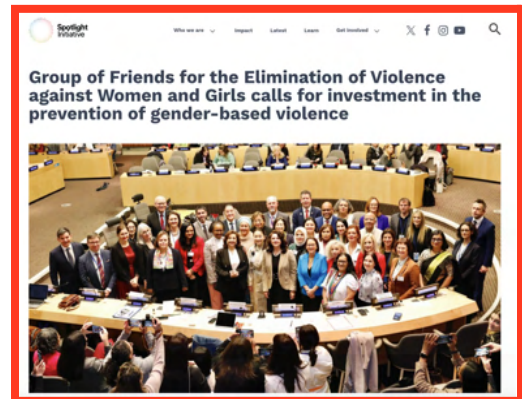
Building on the momentum of its digital advocacy and communications efforts, Spotlight Initiative strategically engaged in high-level events throughout 2024 to reinforce its visibility, strengthen partnerships, and advance global action on ending violence against women and girls. These events provided a platform for dialogue with key decision-makers, secured institutional commitments, and amplified the Initiative's

comprehensive approach to ending violence against women and girls. From United Nations and inter-governmental convenings to cultural and advocacy-focused gatherings, these engagements connected the Initiative's grassroots impact with global policy discussions, ensuring that ending violence against women and girls remains a top priority on international agendas.

### ***Policy and advocacy events at the global level***

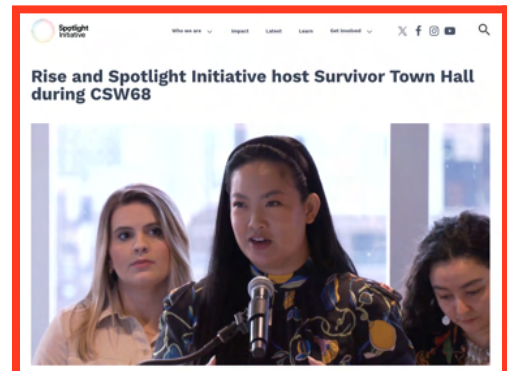
#### **High-level event during CSW68 in New York, USA, March 2024.**

As in previous years, through the HIVE Programme, Spotlight Initiative partnered with the Group of Friends for the Elimination of Violence against Women and Girls to host a [high-level event on the sidelines of the sixty-eighth session of the Commission on the Status of Women](#) (CSW68) in March. The event, “Investing in the prevention of violence against women and girls”, was in line with the theme of CSW68: Accelerating the achievement of gender equality and the economic rights of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective. It included high-level representation from the United Nations, the European Union, and Member States.



#### **Survivor Town Hall in New York, USA, March 2024.**

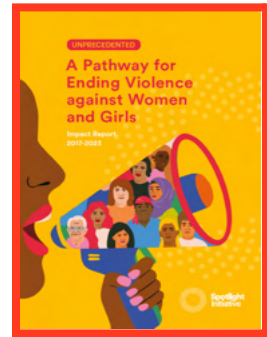
Spotlight Initiative and Rise co-hosted a [Survivor Town Hall](#) at the Rockefeller Centre in New York, bringing together survivors of sexual violence and decision-makers. The event provided an opportunity for survivors of sexual violence to share their stories and call on Member States to support access to justice by implementing and building on the measures codified in the United Nation General Assembly (UNGA) Resolution 76/304 – “International Cooperation for Access to Justice and Remedies for Survivors of Sexual Violence” – and by investing in comprehensive models to address violence against women and girls, such as Spotlight Initiative.



#### **High-level side-event during the High-Level Political Forum (HLPF) in New York, USA, July 2024.**

On the margins of the HLPF, Spotlight Initiative launched its impact report “[Unprecedented: A Pathway for Eliminating Violence against Women and Girls](#)”. Taking place at a pivotal moment, the event helped build momentum toward a planned

high-level event during the September 2024 UN General Assembly high-level week and the Summit of the Future. The HLPF side-event featured opening remarks by the Deputy Secretary-General, followed by statements from donors, programme countries, UN agencies, and civil society partners, accompanied by a light breakfast to facilitate networking among participants. Through video and other visual elements, this event aimed to showcase the Initiative's impact and future direction. Approximately 30 participants at the ministerial or Permanent Representative level attended the event.



**High-level side-event during the Summit of the Future Action Days in New York, USA, September 2024.** On the second Action Day of the Summit of the Future in September, Spotlight Initiative hosted a high-level side event that brought together leaders and partners from around the world. [“Accelerating Spotlight Initiative's High-Impact Effort to End Violence Against Women and Girls”](#) aimed at securing commitments that ensure the wider agenda on ending violence against women and girls is adequately resourced in order to achieve the Sustainable Development Goals. Speakers included UN Deputy Secretary-General H.E. Amina J. Mohammed, Her Majesty Queen Mathilde of the Belgians, European Commission Vice-President H. E. Dubravka Šuica, UN Global Advocate and actress Ms. Cecilia Suárez, UN Women Regional Ambassador for Africa Ms. Jaha Dukureh, astronaut and activist Ms. Amanda Nguyen, and Olympic athlete and activist Ms. Emma Oudiou. There was also a panel discussion moderated by WAYE Talks Founder Ms. Sinead Bovell.



### ***Events to strengthen partnerships and governance***

**Spotlight Initiative 1.0 Fund Governing Body meeting, Brussels, Belgium, April 2024.** In April, European Union Commissioner for International Partnerships Jutta Urpilainen and United Nations Deputy Secretary-General Amina J. Mohammed attended the [Governing Body meeting of the Spotlight Initiative](#) in Brussels, where they reaffirmed the EU's commitment to the Spotlight Initiative and its role in eliminating gender-based violence.

Commissioner Urpilainen celebrated the launch of new Spotlight Initiative programmes, while the DSG highlighted the Initiative's success in increasing national



budget allocations for EVAWG, expanding access to services, and strengthening UN collaboration with civil society organizations. UN Women Executive Director Sima Bahous emphasized the need to sustain these gains by investing further in grassroots organizations and adapting programming to address the growing vulnerabilities of women and girls in crisis settings. The Initiative's Global Civil Society Reference Group Coordinator, Shamah Bulangis, reinforced the value of shared leadership with civil society and called for greater protection of women human rights defenders amid global backlash.

**Spotlight Initiative Governing Body renews commitment to ending violence against women and girls and plans second phase**



These key messages from the Spotlight Initiative's Governing Body meeting in April 2024 — highlighting the EU's continued commitment to ending gender-based violence, the successes of Spotlight Initiative's first phase, and the need for sustained investment — were amplified through the HIVE Programme throughout 2024. Through the work of the HIVE Programme, the visibility of these commitments to – and those of the broader movement to prevent and respond to violence against women and girls globally – have been reinforced.

**Launch of United Nations-European Union-World Bank Partnership in New York, USA, September 2024.** On the margins of the 79th Session of the UN General Assembly, the UN Deputy Secretary-General, the World Bank's Managing Director for Operations, and the European Union's Commissioner for International Partnerships announced a [tripartite commitment to address violence against women and girls as a top global priority](#). This strategic partnership builds on the first phase of the Initiative, and its comprehensive model, reinforcing the need for sustained investment and coordination. By leveraging the combined expertise, resources, and reach of the United Nations, the European Union, and the World Bank, it aims to drive systemic change and accelerate efforts to end violence against women and girls.

### ***Events engaging public and cultural influencers***

**High-level event on ending violence against women and girls in sports, in Paris, France, May 2024.** In May, to mark the release of the French version of the “Handbook on Tackling Violence Against Women and Girls in Sport”, the United Nations Educational, Scientific and Cultural Organization (UNESCO), UN Women and Spotlight Initiative hosted a high-level event at the historic Palais du Luxembourg in Paris. [“Reflect, Act, Learn: Making](#)



[Sports Safer for Women and Girls](#)". This event brought together a diverse array of stakeholders from the sporting world, including federations, clubs, associations, and renowned athletes, as well as influencers, parliamentarians, and experts. The event served as a platform to amplify the voices of athletes and survivors of violence, and to discuss concrete policy strategies aimed at understanding and eliminating violence against women and girls in the realm of sports.

**"Deafening Silence" film premiere in Lagos, Nigeria, June 2024.** Spotlight Initiative premiered "Deafening Silence", a film developed by the Nigeria country programme in the Initiative's first phase at Ebonylife, Victoria Island. The film explores themes of sexual and gender-based violence and the need for positive forms of masculinity. The red-carpet event was attended by high-profile actors and celebrities, and the film and premiere attracted significant media coverage.

**"Change the Game" Sport Conference - Ministerial Forum, UNESCO Paris, France, July 2024.** Spotlight Initiative's Head of Communications moderated a high-level conversation on creating safe and inclusive sporting environments ahead of the Paris Olympics, further promoting the Initiative's Handbook on Tackling Violence Against Women and Girls in Sport and its efforts to eliminate violence against women and girls in sport.

**"Bold Stories" Showcase: Celebrating African women filmmakers at the Global Africa Business Initiative in New York, USA, September 2024.** As the world converged on New York for the Global Africa Business Initiative on the sidelines of the United Nations General Assembly, The Rev Canon Dr. Betsee Parker, Naila Media, the United Nations Global Compact and Spotlight Initiative presented "[Bold Stories](#)", a short-film showcase dedicated to celebrating the transformative power of African women filmmakers in the entertainment industry. The showcase included an episode of "Deafening Silence" – the TV adaptation of the Spotlight Initiative-supported Nigerian film. Opening remarks were delivered by UN Deputy Secretary-General Amina J. Mohammed.



**The 16 Days of Activism against Gender-Based Violence: Mission to Ecuador, November 2024.** During the 16 Days of Activism against Gender-Based Violence in November, actress and United Nations Global Advocate for Spotlight Initiative, [Cecilia Suárez, visited Ecuador](#) to raise awareness of violence against women and girls and to speak with the women, men, survivors and policymakers working to make the world safe for women and girls. She promoted Spotlight Initiative and its impact in Ecuador to her more than 1.1 million Instagram followers and through media engagements, site visits, and more.

### ***Knowledge sharing and evidence-based advocacy events***

**Technical round table for donors in New York, USA, June 2024.** This session brought together representatives from UNDP, UNFPA, UNICEF, UN Women and civil society partners to present key results from the Initiative’s first phase, highlighting progress on ending violence against women and girls and advancing the Sustainable Development Goal agenda. The discussion underscored the added value of joint planning among UN agencies and the benefits of working as one under the UN Reform framework. It also explored the Initiative’s comprehensive, civil society-centred model and featured an interactive audience question-and-answer segment. The event was attended by 30 representatives from Member States, UN agencies, and other organizations.

**Sexual Violence Research Initiative (SVRI) in Cape Town, South Africa, 21–25 October, 2024.** As [noted above](#), the HIVE Programme team hosted a booth and three events at the Sexual Violence Research Initiative (SVRI) in Cape Town, one of the largest global



networks for advancing research on violence against women and girls. These events included: [“Unfollowing Misogyny: A conversation on digital technology and violence against women and girls”](#); [“A journey in comprehensive EVAWG programming: Drawing lessons for the sector from the Spotlight Initiative Compendium”](#) and a workshop on



co-design principles, titled “Building a Collective Vision for Globally Coordinated EVAWG Programming”. SVRI activations are explored in greater depth in the section on engagements at the 2024 SVRI Forum [above](#).

These engagements played a crucial role in sustaining momentum for ending violence against women and girls, securing commitments from key stakeholders, and expanding the Initiative’s influence across policy, partnerships, and public advocacy. As Spotlight Initiative moves into its next phase, these high-level platforms will continue to serve as key spaces for shaping global action and advancing its comprehensive model for ending violence against women and girls.

#### **Result 4: The HIVE Programme has increased expertise at the programme level to ensure the development and sustainability of comprehensive programmes on ending violence against women and girls in line with the Spotlight Initiative model.**

Interest in comprehensive programming to end violence against women and girls at the country level remains high. The UN Resident Coordinators and their offices drive much of the demand, evidencing the success and ability of the Spotlight Initiative model in bringing UN Country Teams together under the strategic coordination and leadership of the Resident Coordinators. At the same time, individual agencies at the country level have initiated the ideation of a programme. Throughout 2024, around 60 UN Country and Regional Teams demonstrated interest in rolling out the Initiative’s comprehensive model in their country or regional context.

Building on the core principles of a whole-of-society approach, deep civil society engagement, and cross UN collaboration, the HIVE Programme team provided tailored services across the spectrum of outreach, programme design, and resource mobilization. This included building momentum and ensuring a clear understanding of the key features and added value of the Spotlight Initiative model. The HIVE Programme has supported the development of programme concept notes and full programme documents, including through the deployment of dedicated country-based experts, and has played a key role in maintaining the quality, integrity, and responsiveness of programme design.

Taken together, this work has contributed to the following:

- o Four new Spotlight Initiative 2.0 programmes were developed (Liberia, Sierra Leone, Zambia and the Africa Regional Programme) throughout 2024, and are expected to be launched in the first half of 2025

- o Complementary programmatic components were developed for ongoing programmes in Ecuador and Uganda, receiving additional donor investments, to be rolled out in early 2025
- o 20+ UN Country Teams have advanced programme design with concept notes or full programme documents developed and in search of funding
- o 30+ UN Country Teams have engaged in early conversations on adopting Spotlight Initiative in-country and examining the feasibility and momentum for programming.

Through the advocacy, outreach, resource mobilization, and partnerships strengthened under the HIVE Programme, USD 81.2 million is in the financial pipeline of the new portfolio of the Spotlight Initiative 2.0 umbrella of programmes to date (through the Spotlight Initiative 2.0 Fund and the Spotlight Initiative joint programmes in Ecuador and Uganda launched prior to the establishment of the 2.0 Fund), out of which USD 34.1 million has been contracted and USD 47.1 million of committed financial investments are expected to be contracted in 2025.

<b>UN Country Teams engaged in programme ideation or development, in need of funding</b>	<b>Initial conversations with UN Country Teams on interest and feasibility</b>
Afghanistan, Angola, Argentina, Belize, Bhutan, Cameroon, Costa Rica, Côte d'Ivoire, Dominican Republic, Ghana, Guatemala, Haiti, Kyrgyzstan, Madagascar, Malawi, Mali, Mongolia, Samoa, Southern Africa Region (Botswana, Eswatini, Lesotho, Namibia, South Africa), Tunisia.	Azerbaijan, Bangladesh, Brazil, Cabo Verde, Cambodia, Central African Republic, Chad, Comoros, Ethiopia, Grenada, Guinea, Guyana, India, Jamaica, Kenya, Lao PDR, Mexico, Nicaragua, Nigeria, Pakistan, Peru, Philippines, Rwanda, Sri Lanka, State of Palestine, Syria, Tanzania, Türkiye, Vanuatu, Venezuela, Vietnam.

Note: The list is non-exhaustive as country conversations evolve rapidly and more countries demonstrate interest frequently.

While there is significant demand for Spotlight Initiative, the evolving donor landscape – including decentralization and earmarking trends – necessitates proactive resource mobilization at the country level. This presents considerable challenges, particularly in middle-income or high-income settings where traditional donor funding is virtually unavailable. Therefore, while continuing to pursue deeper connections with existing donors (the EU) and other bilateral donors, the HIVE Programme team is advancing broader partnerships, as well, including with the World Bank, other international financial institutions, and the private sector, exploring alternative mechanisms of influencing national policy change and budgeting. Resource mobilization requires a multi-year effort, centred on developing partnerships and building trust, while aligning to multi-annual funding cycles that will ensure the Initiative is able to continue

supporting the roll-out of new programmes in the long-term. The impact of decentralized funding is discussed further [below](#).

### **Capacity-building for UN Country Teams: Enhanced capacities of UN Country and Regional Teams to develop comprehensive programmes to end violence against women and girls**

The HIVE Programme has been contributing to the development and implementation of comprehensive, high-impact programmes to end violence against women and girls through the provision of capacity-building sessions to UN Country and Regional Teams. In 2024, the HIVE Programme team conducted on-demand, context-specific capacity development and knowledge-sharing sessions with UN Country and Regional Teams developing Spotlight Initiative 2.0 programmes. These sessions aimed to ensure that new programmes are holistic, evidence-based, and aligned with the Spotlight Initiative model and core principles.

Recognizing the importance of sustainability, these efforts also aim to strengthen local expertise and institutional knowledge, ensuring that capacity-building investments contribute to long-term programme impact.

To enhance effectiveness and expand capacity development efforts, the HIVE Programme team has initiated the development of a systematic capacity development mechanism.

The HIVE Programme team has developed guidance documents and templates - including on the importance of inclusive civil society engagement, the effectiveness of comprehensive approaches, and on participatory monitoring, evaluation and reporting - to support incoming teams to align their programme documents, including their results frameworks, with Spotlight Initiative's proven model and core principles. These resources ensure that programmes are context-specific and situationally responsive, are evidence-based and comprehensive, and are able to track and measure progress, make mid-course adjustments (if needed), and demonstrate their contributions to ending violence against women and girls effectively.

Additionally, as part of these efforts, in 2024, the HIVE Programme team began to develop a capacity-building webinar series on designing comprehensive programming on ending violence against women and girls. Grounded in the content of the Learning Centre, the webinar series will provide guidance on the design and implementation of activities across the Initiative's comprehensive model (and pillars). Showcasing case studies, innovative practices, and successful strategies from the first generation of Spotlight Initiative programmes, the series also present critical guidance on key technical, governance and management considerations for programme set-up and implementation. The webinar series is scheduled to roll out in 2025.

To complement this effort, the HIVE Programme team updated its [Technical Guidance Note on the Four Pillars of the Theory of Change](#), incorporating lessons from Spotlight Initiative 1.0, new evidence, and additional resources, and expanding insights on cross-cutting areas and inter-pillar interactions. The HIVE Programme team has developed responsive and agile capacity-building mechanisms and direct technical assistance to UN teams, ensuring timely and context-specific support.

Recognizing the broader technical support needs of new Spotlight Initiative programme teams, the HIVE Programme team also initiated the development of a comprehensive capacity development strategy, anchored in the Learning Centre's content (see section [above](#) regarding the Learning Centre for more details). This strategy outlines an onboarding training programme to induct new programme teams into the Spotlight Initiative model, building upon the aforementioned webinar series. Additionally, it establishes a framework for ongoing technical support, guidance, and training to address evolving capacity-building and implementation needs.

By continuously building capacity, the HIVE Programme team is fostering a stronger, more coordinated response to ending violence against women and girls and equipping UN teams with the necessary skills, tools, and strategies to drive sustainable, meaningful, life-changing programmes for women and girls across the world.

### **Embedding Sustainability in Programme Design and Transition**

Throughout 2024, the HIVE Programme team engaged with the closure teams of 1.0 programmes to ensure that Sustainability Strategies developed as part of the 1.0 programme closure process were received and filed. Also in 2024, the team developed a dedicated sustainability assessment framework to assess the extent to which the gains and achievements of 1.0 programmes have been sustained after closure.

The assessment will be rolled out in 2025 and will engage UN personnel, civil society stakeholders, government counterparts, and EU delegation representatives involved in 1.0 programmes. Findings and learnings from these engagements will be captured in a report, which will be used to inform sustainability approaches in Spotlight Initiative 2.0 programmes and support broader programming and advocacy on ending violence against women and girls (EVAWG).

## **5. Challenges, Mitigation Measures and Lessons Learned**

### **An increasingly challenging environment to do this work**

Women's rights organizations and evidence-based activities to end violence against women and girls are chronically underfunded and unable to meet the rising needs of survivors. There is insufficient political will, with many Member States placing a focus

on short-term goals, as opposed to longer-term ambitions around equality, inclusion, and rights. As stated elsewhere in the report, funding to advance gender equality has decreased for the first time in a decade.

In response to this challenge, **the HIVE Programme has taken a multi-pronged approach to bring stakeholders together to renew action and increase political will.**

The HIVE Programme has focused on building learning and promoting a comprehensive model that focuses on fostering national ownership, political commitment, and building domestic investments in the long term. Throughout 2024, the HIVE Programme convened 15 high-level, high visibility events to galvanize engagement and reach a broad set of stakeholders.



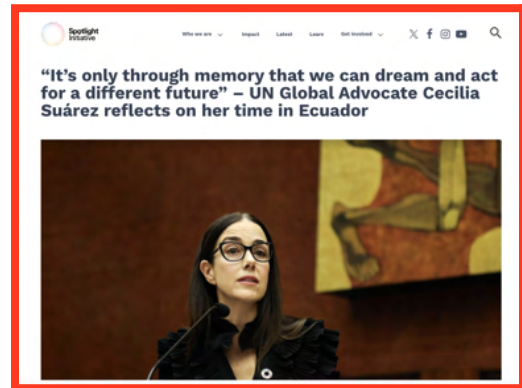
Alongside this, and in the face of shrinking civic space, the HIVE Programme strengthened civil society engagement through the establishment of its Civil Society Global Reference Group to elevate civil society organizations as essential global partners in the movement to end violence against women and girls. Lastly, the new UN-EU-World Bank partnership has paved the way to enhance Spotlight Initiative’s comprehensive model, drive global policy dialogue, and expand research and investment. This new partnership is evidence of the possibilities for stimulating political will and maintaining global commitment for comprehensive, evidence-based approaches to end violence against women and girls. Sustained action and engagement throughout 2024 has enabled the development of four new Spotlight Initiative programmes (Sierra Leone, Liberia, Zambia and the Africa Regional Programme) and complementary programmatic components (in Ecuador and Uganda), which are expected to be launched in the first half of 2025.



## New threats of violence against women and girls globally

Reports continue to highlight rising and changing [risks of violence against women and girls](#), with the climate crisis, violent conflict, and technology potentially exacerbating risks and increasing needs. An increased, coordinated anti-gender backlash also threatens to undermine the activities of women's movements, which play a vital role in the prevention of, and response to, violence against women and girls.

To address this challenge, the **HIVE Programme team has worked with over 25 UN Country or Regional Teams to build capacities to respond to new VAWG trends and needs** and to ensure that comprehensive, evidence-based programmes to end violence against women and girls respond to changing dynamics. In 2024, the HIVE Programme team supported the development of concept notes and programme documents for UN Country and Regional Teams, and provided support for teams through the provision of technical assistance, ensuring that best practice, new evidence, and lessons from Spotlight Initiative 1.0 were considered and incorporated into plans to meet new challenges.



The HIVE Programme team also developed dedicated technical guidance outlining the principles and parameters for Spotlight Initiative programming in contexts affected by conflict or sudden-onset natural disasters, which are being further consolidated in early 2025 based on inputs from UN agency focal points. During this period, the HIVE Programme made a concerted push on broader knowledge products and platforms to benefit not only Country and Regional Teams, but also the wider EVAWG sector. This includes the dissemination of the EVAWG Learning Agenda, the SHINE platform, and the Learning Centre. These resources have helped to inform EVAWG and Spotlight Initiative programme designs. UN agencies at the global level have also looked to Spotlight Initiative for guidance more broadly, for example UNICEF requested the inputs of the HIVE Programme team to contribute to the agency's journey mapping and guidance around its child sexual violence disclosure.

## Establishing new Spotlight Initiative programmes

Results from Spotlight Initiative 1.0 have increased demand from countries seeking to implement its comprehensive model to eliminate violence against women and girls. However, the shift to decentralized funding models has placed greater responsibility on countries to mobilize resources locally, amid competing priorities and a shrinking funding landscape for gender equality initiatives. Limited funding opportunities have



prevented many countries from securing the necessary resources to implement Spotlight Initiative programmes.

To address this challenge, the HIVE Programme team actively advocates for increased resource allocation to eliminate violence against women and girls at the country, regional and global levels, targeting both traditional and non-traditional donors. Additionally, the HIVE Programme team services country and regional offices by providing strategic guidance on engagement and resource mobilization, including through donor mapping and research. This support extends to co-organizing donor round tables, site visits, and other outreach activities, as well as developing talking points and materials to support conversations with prospective donors.

### **Decentralized funding and its impact on programme alignment**

The HIVE Programme team plays a key role in supporting the establishment of Spotlight Initiative programmes, ensuring alignment with core principles, lessons learned, and best practices for effectively addressing violence against women and girls through comprehensive programming. As more resources are mobilized locally, UN Country and Regional Teams often advance discussions and develop programme documents that do not fully integrate the lessons learned and best practices generated from Spotlight Initiative 1.0. Additionally, time constraints and diverging donor priorities at the country level can create challenges in maintaining adherence to core principles and approaches.

In response, the HIVE Programme team introduced a portfolio management approach to streamline coordination and communication with UN Country Teams and donors. The new management approach enables on-demand support, enhances engagement and outreach, ensures timely quality assurance, and promotes agile decision-making. As a result, the HIVE Programme team is equipped to support more than 60 countries engaged in concept note and programme development, resource mobilization, and implementation.

Effective communication with UN Country Teams and donors has contributed to upholding the comprehensive Theory of Change throughout the programme design phase, rather than falling back on traditional piecemeal approaches. However, this remains a challenge. (see the challenge titled “[Maintaining comprehensive EVAWG programming in a constrained funding landscape](#)” below for further details).

Direct support and ongoing conversations with stakeholders at the country level have also helped promote the selection of implementing agencies based on their context-specific expertise and comparative advantages. Finally, in programmes involving multiple donor funding sources (for example Ecuador, Uganda, and the Africa Regional Programme), the HIVE Programme team has successfully advocated for, and

supported the development of, integrated, consolidated programme documents, thereby ensuring coherence and complementarity in programme design.

### **UN Reform in new Spotlight Initiative programmes**

During its first phase, Spotlight Initiative effectively leveraged agencies' expertise to foster coordination in line with UN Reform principles. The first wave of programmes generated valuable lessons and promising practices on operating as "one UN", demonstrating how integrated, multi-agency approaches can drive impactful programming. However, newer country programmes often face staffing and resource constraints, limiting their ability to implement principles and practices of UNDS reforms effectively. These constraints can weaken coordination mechanisms during the initial phases of programme design and implementation.

To manage this challenge, the Spotlight Initiative HIVE Programme team continues to foster collaboration among agencies at the programme level. Specifically, the HIVE Programme team promotes coordination and efficiency across UN agencies by encouraging contextual research, broad consultations, and partnerships mapping as essential steps to programme design. Agencies are encouraged to leverage their unique expertise to create strategies that align with national and regional needs, while incorporating evidence-based practices and lessons learned. These integrated design approaches lay the foundation for a more cohesive response to local contexts, all under one common vision and the leadership of the Resident Coordinator.

The HIVE Programme team also strengthened collaboration with the Development Coordination Office to inform strategies on operational efficiency tools and advance understanding and application of reform principles, and established internal systems to support quality assurance to ensure coherence, alignment, and coordination from the outset. This included facilitating access to technical guidance, templates, and other guidance materials, as well as deploying country-based experts to provide on-the-ground support. The HIVE Programme team also rolled out a portfolio management approach to streamline coordination and communication with UN Country Teams.

### **Financial management and operational complexities**

In response to the recommendations by the European Court of Auditors, in its Special Report on Spotlight Initiative during 2022-2023, to better demonstrate value for money and link financial expenditure to results, financial reporting has shifted from standard UNDG harmonized budget category reporting (which is common in joint UN programmes) to programmatic output. This has, however, resulted in an internal financial management set-up that has added complexity and fragmentation, and heightened the risk of cash flow shortages during implementation.

In response, the HIVE Programme has further deepened its coordination with the two participating UN agencies to focus further on financial and operational planning and monitoring. The HIVE Programme has also developed joint planning and monitoring tools, and has collaborated closely with MPTFO and the two participating UN Agencies to establish protocols that allow for additional flexibility while fully complying with donor contractual requirements. This work has helped to establish parameters and surface lessons learned for the UN system more broadly, and will support Spotlight Initiative 2.0 Fund and its portfolio of country and regional programmes have insights into this more readily.

### **Enhancing accessibility and learning, and measuring the uptake of knowledge resources**

In 2024, the HIVE Programme team supported approximately 60 UN Country Teams across various stages of development of the next generation of Spotlight Initiative programmes. Within the concept notes and programme documents developed by UN Country Teams, it was recognized that stronger integration of the good practice and learning generated by the first iteration of Spotlight Initiative programmes was required. While the Learning Centre and the Compendium of Good Practices were shared with UN Country Teams to support the development of concept notes and programme documents, it was acknowledged that time constraints often prevented programme teams from accessing and applying the large volume of information presented within these resources. To address this challenge and enhance the accessibility of good practices, strategies, approaches and learnings, the HIVE Programme team, in the fourth quarter of 2024, initiated the development of a dedicated capacity-building webinar series for delivery to UN Country Teams in the process of designing concept notes and programme documents. This webinar series is still being finalized and will be rolled out in 2025, as will in-person induction training to UN Country Teams and Resident Coordinators' Offices.

Measuring the uptake and utilization of knowledge resources, among both Spotlight Initiative programme stakeholders and actors in the broader EAWG ecosystem, remains a persistent challenge. To mitigate this challenge, the HIVE Programme team is taking forward the recommendations of the Learning Agenda in placing a stronger focus on participatory, curated trainings and convenings to support the dissemination of knowledge and drive evidence-based action. The HIVE Programme team has also initiated the preparation of a dedicated knowledge engagement and dissemination strategy, which details parameters for mapping pedagogical needs, diverse methodologies for dissemination, and qualitative and quantitative instruments for measuring the uptake and utilization of knowledge resources. The strategy will be rolled out in 2025.

### **Ensuring global framework alignment with greater flexibility**

Lessons learned from Spotlight Initiative 1.0 highlighted the need for greater flexibility in programme results frameworks to better reflect local contexts. In response, the HIVE Programme has prioritized adaptable approaches while ensuring alignment with global standards. However, this shift initially created inconsistencies between the country level and the global results frameworks, making it difficult to aggregate data at the global level. To address this challenge while meeting reporting donor requirements, the HIVE Programme has provided targeted guidance, including standardized templates, structured feedback, and technical support to strengthen coherence.

To balance flexibility with consistency, programmes are able to integrate sound custom indicators that respond to their context, while aligning the majority of their frameworks with existing Spotlight Initiative indicators. This ensures that all programmes maintain a comprehensive, system-wide approach, while tailoring their frameworks to specific country needs. This approach enables a harmonized yet adaptable framework, strengthening programming across key areas, including policy reform, data collection, institutional capacity, prevention efforts, service delivery, and civil society engagement.

### **Maintaining comprehensive EVAWG programming in a constrained funding landscape**

A significant, persistent technical challenge is the difficulty in maintaining longer-term, comprehensive programmes to end violence against women and girls that are founded on deep partnerships with civil society, local, and grassroots groups, in an increasingly constrained funding and political landscape. In this context, to maintain the integrity of the Spotlight Initiative model and ensure a comprehensive, rights-based approach, it is critical both to ensure programme adaptability to context-specific needs and gaps and to be responsive and adaptive to broader geopolitical trends, including funding trends.

To ameliorate this challenge, the HIVE Programme team is developing new programme guidance, related to the results framework, which encourages new programmes to undertake a strengthened situational analysis that ensures activities readily respond to the respective context, and maps the work of other key actors to ensure the programme complements existing efforts to end violence against women and girls and fills critical gaps. To support this process, the programme team updated the Technical Guidance Note on the Four Pillars of the Theory of Change to better highlight cross-cutting areas and promote interactions across pillars. The design of Spotlight Initiative programmes, with their emphasis on a comprehensive Theory of Change and Resident Coordinator leadership, are important tools and guardrails to prevent backsliding and siloed approaches to ending violence against women and girls.

## 6. Communications and Visibility for the European Union Partnership

In 2024, the HIVE Programme ensured high visibility for the European Union's significant contribution through strategic recognition in key events, communications, and programme materials. This recognition was integrated across all communications and visibility products, including media coverage, social media campaigns, high-level events, and official statements.

The European Union was referenced in relation to Spotlight Initiative more than 900 times, from 200 sources in 60 countries. This includes online and print articles, social media mentions, and broadcast media (TV and radio). In addition, the UN Secretary-General and Deputy Secretary-General acknowledged the European Union's support to Spotlight Initiative in six separate high-level statements and speeches over the course of the year.

UN Deputy Secretary-General Amina J. Mohammed recognized the European Union's leadership and partnership at the Group of Friends for the Elimination of Violence against Women and Girls event on the sidelines of CSW68 in March 2024. The European Union's First Commissioner for Equality, Dr. Helena Dalli, delivered the opening address and participated in the discussion panel.



The [launch](#) of the impact report on the sidelines of the High-Level Political Forum in New York was co-sponsored by the European Union and Belgium, with the Head of the European Union Delegation to the United Nations, Stavros Lambrinidis, offering comments. UN Deputy Secretary-General Amina J. Mohammed thanked the European Union for their historic, foundational investment in Spotlight Initiative.

The partnership between the United Nations, the European Union, and World Bank promoted the unique role the European Union played in the Initiative's founding, with UN Deputy Secretary-General Amina J. Mohammed acknowledging the European Union's unprecedented investment. The partnership was amplified by a [press release](#) on the Spotlight Initiative website and across the Initiative's social media including [Instagram](#) and [X \(formerly Twitter\)](#).

Additionally, the European Union's commitment was acknowledged or represented at the Summit of the Future Action Day event, at the Deafening Silence premiere in Nigeria, following the launch of the Uganda 2.0 programme and during Cecilia Suarez's Ecuador mission. These are only a few examples of such acknowledgements.



As a dedicated and leading partner, the European Union’s continued investment in the next generation of Spotlight Initiative programming underscores its deep commitment to ending violence against women and girls and sets a strong precedent for other donors to follow. (More information on these events can be found in the results section above and [Spotlight Initiative EU Visibility Report for 2024.](#))

## 7. Looking Ahead: Sustaining and Scaling Up the Impact of Spotlight Initiative

The year 2025 represents a pivotal period for institutionalizing progress, expanding partnerships, and ensuring sustainable impact in the fight to end violence against women and girls as Spotlight Initiative 2.0 rolls out. The HIVE Programme will continue to serve as a centre of excellence, leveraging lessons learned from the first phase of Spotlight Initiative, refining implementation strategies, and strengthening the foundation for long-term change. This next phase prioritizes resource mobilization, strategic partnerships, evidence generation, enhanced country-level implementation, and communications – ensuring that the Initiative’s comprehensive model continues to drive systemic transformation.



### **Expanding Spotlight Initiative 2.0: Country-level support and programme development**

UN Country and Regional Teams will continue to receive targeted support to generate interest, build momentum, develop, and resource high-quality evidence-based Spotlight Initiative 2.0 programmes. The HIVE Programme team will expand its outreach to prospective partner countries, strengthen understanding of the programming model, and provide technical guidance on programme design and resource mobilization.

To ensure efficient and effective support, the HIVE Programme will prioritize engagement in strategically important countries where there is a higher likelihood of securing funding or complementary financing, particularly through partnerships such as the UN-EU-World Bank trilateral initiative. Additionally, the team will streamline service delivery to UN Country Teams by refining workflows, templates, and knowledge products, incorporating insights from 2024 to enhance responsiveness and efficiency.

### **Strengthening civil society engagement and human rights integration**

The civil society engagement portfolio in 2025 will prioritize co-implementation of the co-designed principles, ensuring that feminist organizations and grassroots movements remain central to EVAWG programming. Key priorities include:

- Dissemination and contextualization of guidance tools: Supporting UN Country and Regional Teams in strengthening civil society reference groups and rolling out the Grassroots Action Plan
- Integration of human rights mechanisms: Embedding protections for women human rights defenders and civil society groups within programming, particularly in contexts where civic space is shrinking
- Developing a UN-wide funding framework: Establishing a comprehensive funding mechanism for women's rights organizations, ensuring sustainable financing across the UN system.

### **Enhancing communications and global advocacy**

In 2025, communications will play a crucial role in sustaining visibility, mobilizing public engagement, and amplifying programme impact. The HIVE Programme will continue to leverage strategic storytelling, digital campaigns, and global advocacy efforts to ensure that ending violence against women and girls is a top priority on the international agenda.

Key communications priorities include:

- #WithHer digital campaign: A new global activation of Spotlight Initiative's flagship digital engagement campaign in collaboration with [Edelman](#), engaging creators, influencers, activists, and experts to raise awareness and to mobilize action to prevent violence against women and girls
- Supporting and promoting new country programme launches: Coordinating communications activities, country programme launches, and visibility strategies to ensure strong public and political engagement in new Spotlight Initiative 2.0 programmes
- Expanding [SHINE's](#) role as a knowledge exchange hub: The HIVE Programme will implement the 2025 SHINE content strategy, featuring online discussions,

strategic posts, and interactive polls aligned with UN Women's global campaign marking the 30th anniversary of the Beijing Declaration and Platform for Action. These engagements will promote knowledge sharing on ending harmful practices, data-driven approaches to ending violence against women and girls, and the intersection between ending violence against women and girls and climate change.

By integrating communications with knowledge management, research, and advocacy, these efforts will broaden global engagement, drive policy influence, and strengthen collective action to end violence against women and girls.

### **Advancing evidence-based research and learning**

In 2025, the HIVE Programme will build on the Learning Agenda to develop a targeted research and learning strategy, ensuring that knowledge generation aligns with sectoral gaps and needs. Through extensive collaborations with diverse partners, the Initiative will ensure that new research is complementary rather than duplicative, strengthening the global evidence base on effective interventions to end violence against women and girls.

Key focus areas for 2025 include:

- Rolling out new research for the sector, complementing existing evidence with additional data and knowledge
- Sustainability assessment: Evaluating how Spotlight Initiative 1.0 achievements have been sustained post-programme closure, with findings used to inform future sustainability models
- Expanded research partnerships: A new collaboration with UNESCO on violence against women and girls in sport, alongside cross-sector partnerships in the EVAWG space
- Capacity development strategy roll-out: Launching a custom webinar series to support new programme teams in designing and implementing comprehensive EVAWG programmes.

### **Enhancing data systems and participatory monitoring**

A critical priority in 2025 will be finalizing and operationalizing the revised results framework, ensuring it captures meaningful change, particularly under the principle of leaving no one behind and participatory monitoring approaches.

Efforts will focus on:

- Refining data collection tools to improve usability while ensuring robust global data aggregation
- Ensuring context-specific indicators can be effectively mapped to the results framework
- Building on the work under the first phase of the Initiative, developing and rolling out a participatory monitoring, evaluation, research, and learning capacity development plan and embedding participatory approaches into monitoring, evaluation, reporting and learning as a core principle of Spotlight Initiative implementation
- Providing capacity-building workshops, tools, and resources to strengthen UN Country Teams' ability to track progress and report results effectively
- Facilitating the uptake of recommendations from Spotlight Initiative 1.0 evaluations and assessments to enhance programme efficiency, effectiveness, and impact.

### **Expanding resource mobilization and strategic partnerships**

As the Initiative scales up, the Resource Mobilization and Partnerships portfolio will focus on growing Spotlight Initiative into a USD 1 billion fund by 2028, with a goal of preventing violence against 100 million women and girls across 60 countries. Priorities include:

- Diversifying funding sources beyond traditional donors, engaging bilateral donors, international financial institutions, private sector actors, and philanthropic organizations
- Leveraging UN system-wide partnerships and the Deputy Secretary-General's leadership to drive advocacy and financing efforts
- Engaging in high-profile events such as the 69<sup>th</sup> Commission on the Status of Women, the Fourth International Conference on Financing for Development, the High-Level Political Forum and the UN General Assembly to secure financial commitments
- Expanding regional reach, particularly into the Middle East and North Africa
- Advancing humanitarian-development-climate nexus programming, fostering strategic partnerships with institutions such as the World Bank regional offices and the Green Climate Fund.

## **Conclusion: A year of scaling up, innovation, and sustained commitment**

The HIVE Programme will continue to serve as a catalyst for knowledge, policy influence, and high-quality programming, ensuring that the Initiative's comprehensive model remains the global standard to champion the elimination of violence against women and girls.

The HIVE Programme is committed to ensuring the long-term sustainability of its efforts. Through a participatory process, the HIVE Programme is refining and aligning programme strategies with emerging learning and evidence from the first phase of the Spotlight Initiative. This approach fosters greater stakeholder ownership and reinforces long-term commitment to sustaining progress in ending violence against women and girls. Additionally, by contributing to global knowledge, research, and evidence, the HIVE Programme strengthens the foundation for lasting impact at all levels. These efforts are further amplified through expanded partnerships, as well as sustained messaging and momentum, to drive continued engagement and action. Together, these strategies ensure that the HIVE Programme's contributions endure beyond the life of the initiative, embedding lasting change in policies, practices, and global discourse.

With a stronger funding base, deepened partnerships, expanded research initiatives, and enhanced country-level support, the HIVE Programme is not only helping to sustain progress but also drive the global agenda to end violence against women and girls forward, ensuring that the momentum generated in the first phase of Spotlight Initiative translates into transformative, lasting results. Spotlight Initiative's natural alignment [to "UN80"](#) – the Secretary-General's plan for improving efficiency, cost effectiveness and financial sustainability of the UN – means it is not only already fit for purpose for this moment, but it can also serve as a model to others in the System.



## **Annexes**

[Annex A: Results Framework](#)

[Annex B: Risk Matrix](#)

[Annex C: Multi-Year Annual Work Plan](#)



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**Spotlight  
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