

CHAPTER 6:

Amplifying the Work: Communications and Visibility Results

This chapter presents communication and visibility results for 2020. Focus is placed on making explicit how communication and visibility work helps the Spotlight Initiative achieve its overall goals and outcomes related to ending violence against women and girls. The chapter opens with an overview of Spotlight Initiative's communication activities and shifts made due to COVID-19. This is followed by a brief description of the Initiative's results across its owned communications channels and global media. Deeper insights and case studies of regional, country and global communication activities through the lens of events, launches, and campaign work round out the chapter.

6.1 Overview

At global, national and regional levels, Spotlight Initiative's communication and visibility activities are centred around four mutually reinforcing objectives: (1) to raise global awareness of violence against women and girls, harmful practices, and sexual and reproductive health and rights, (2) to illustrate and promote the impact and results of Spotlight Initiative-supported interventions, (3) to provide communications for development support to strengthen the role of communications in prevention of violence against women and girls, and (4) to ensure visibility for the Spotlight Initiative, its donors and partners.

With most of its programmes already launched, 2020 was foreseen as a year to build the Spotlight Initiative's communications capacity and consolidate systems, strategies, and campaigns for effective and efficient outreach and messaging. However, the COVID-19 pandemic presented significant challenges for the Initiative's planned communications and visibility activities. For example, national launch events were delayed or significantly scaled down. Physical events and activities were called off. A jointly organized UN-EU training event for communications officers had to be postponed a few weeks before its scheduled start.

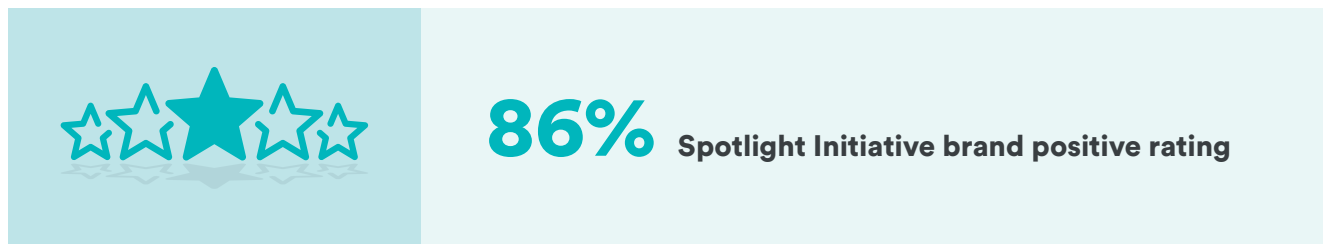
To meet these challenges, the Spotlight Initiative shifted the bulk of its communications activities and events online. Work plans were revised and resourced to engage social media influencers and media networks to promote the Initiative's messages on prevention, reaching women trapped at home due to lockdowns.

Additionally, the Spotlight Initiative launched its flagship digital engagement campaign on ending violence against women and girls (#WithHer) and opened new Facebook and Instagram accounts. UN

Secretary-General António Guterres officially appointed two new UN Global Advocates for the Spotlight Initiative in 2020, Cecilia Suárez and Siya Kolisi. More information on their influencing and visibility appears in Section 6.3.3.



As a new brand, Spotlight Initiative aims to increase its relevance and presence among its intended audiences, namely: young people, cultural and political influencers, and the general public. Based on an online opinion survey of 705 respondents⁴³ from more than 50 countries, 50 per cent indicated they had been aware of the Spotlight Initiative. Of the respondents, 72 per cent had basic knowledge of violence against women and girls, 67 per cent had accurate knowledge of the Initiative's geographic coverage and 36 per cent correctly identified the Spotlight Initiative's programming areas. **The Spotlight Initiative had an 86 per cent brand positivity rating**, with social media being the main channel to receive information about the Spotlight Initiative.



6.2 Global Reach: Spotlight Initiative Analytics

6.2.1 Global Website

The year 2020 marked a period of significant growth for the [Spotlight Initiative global website](#), with hits, by country and by language [available here](#). A page for the global [#WithHer campaign](#) was added ahead of the campaign launch in March; a [new page](#) was added to recognize the contributions of the [Civil Society Reference Groups](#); the functionality of the [Who We Are](#) page was adapted so that leadership, staff, and UN Global Advocates for the Spotlight Initiative could be featured on the site; and multiple national and regional pages were created as new programmes launched throughout the year. To accommodate the growing number of regional and country programmes, the site now publishes content in Russian, Portuguese, English, French and Spanish. This improved capability was coupled with training for communication officers on how to write a human-interest story following the “issue, action, impact” model of storytelling and how to upload their press releases, stories, and events directly to their country homepage.

Additionally, 120 news stories, press releases or publications were published on the global site in 2020, while traffic organically increased by 330 per cent compared to the previous year - from 26,000 sessions to 112,221. Pageviews also increased from 66,000 to 263,830, and average session duration rose from 1:36 minutes in 2019 to 2:10 minutes in 2020. A high percentage of the website's audience is located in the United States (22 per cent), followed by Nigeria (9 per cent), Mexico (8 per cent), the Netherlands (4 per cent), and Finland (3 per cent). Taken together, these digital efforts have contributed to increased visibility for the United Nations and the European Union, and have driven traffic and improved engagement on the issue of violence against women and girls.

⁴³ Respondents were from diverse sectors, including: 26 per cent from non-governmental organizations, 14 per cent from the private sector, 12 per cent from academia, 7 per cent from UN agencies, and 41 per cent from other sectors. For a full report, see [here](#).

6.2.2 Social Media

National lockdowns and movement restrictions have affected every aspect of life, including internet and social media use. In 2020, social media use increased dramatically around the world as people began spending more time online. The rise of online events, Instagram Live sessions, and video-sharing platforms have shown that social media is now one of the primary ways to stay connected and maintain human relationships.

The Secretariat capitalized on this new way of communicating by launching social media accounts on [Instagram](#) and [Facebook](#) to reach a larger global audience. Adding to its existing Twitter accounts (Global and Latin America), the Spotlight Initiative shared human-interest stories, video interviews, articles, and publications daily across all the platforms.

From March to December 2020, the Spotlight Initiative published almost 1,000 posts (text, photos, and videos created in-house) across all its platforms (Twitter, Facebook, and Instagram). The Initiative gained 28,000 new followers, and it gathered more than 225,000 engagements across all channels. On Twitter, the number of followers has increased by 137 per cent compared to the previous year, to reach a total of 16,110 individual followers. The [annual activity on Twitter](#) also recorded more than two million impressions (3 per cent growth from the previous year) and more than 47,000 engagements, up 4 per cent from the previous year.

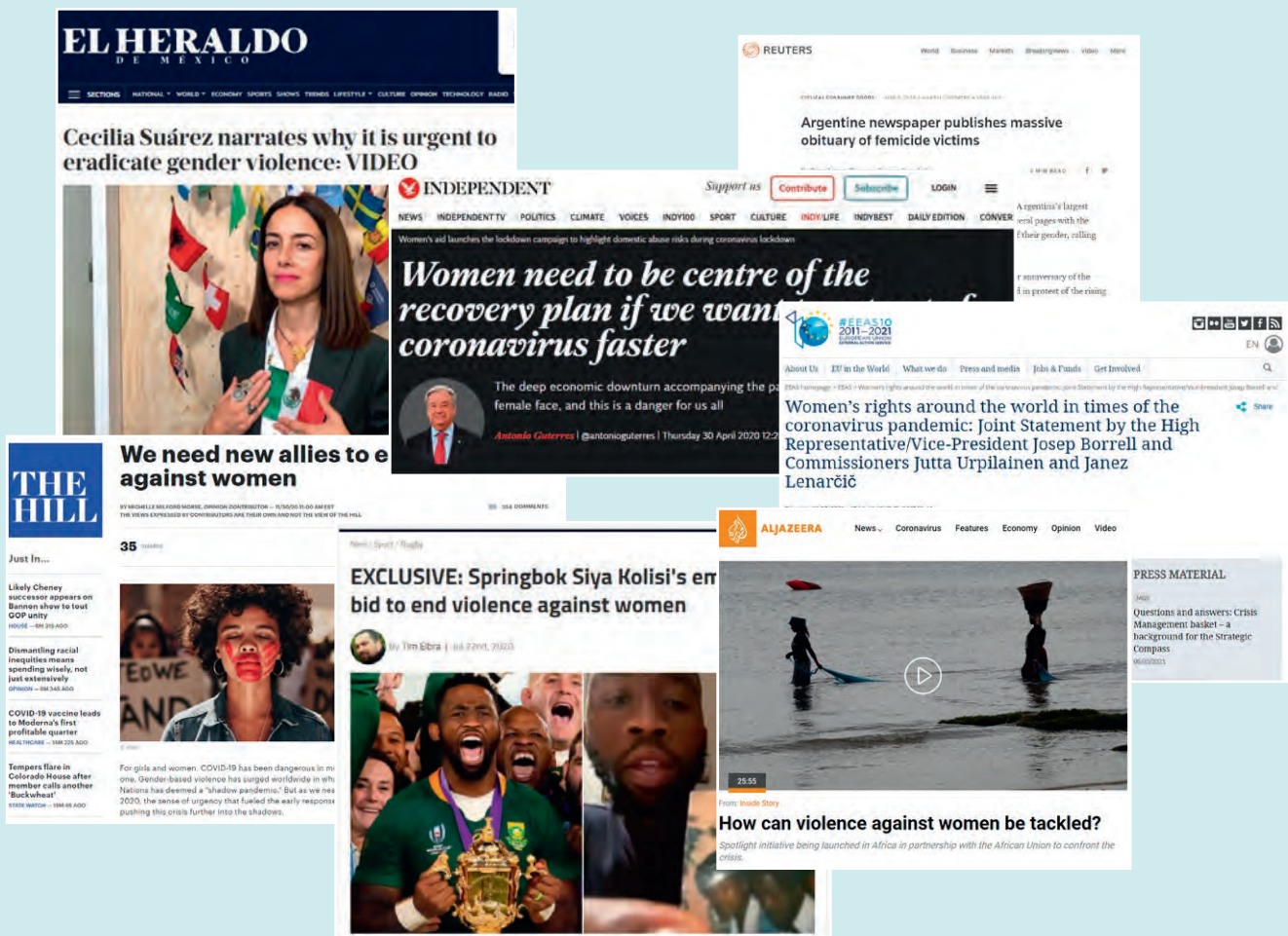
The Spotlight Initiative's Instagram and Facebook profiles were also activated for the first time in 2020. The two platforms recorded a growing audience of followers, with more than 15,000 fans and almost six million impressions on [Facebook](#), and more than 2,000 followers and almost 2 million impressions on [Instagram](#).

Finally, the Spotlight Initiative video catalogue has expanded this past year. The Secretariat has opened a [YouTube channel](#) to make all global and locally produced videos available to the public. The Spotlight Initiative YouTube channels can now count more than 50 videos and 727 subscribers. In a year, the channels recorded 290,000 views.

6.2.3 Media Coverage

The Spotlight Initiative engaged in extensive media coverage this year, raising the visibility of violence against women and girls. This was particularly important given the significant increases in violence exposed by COVID-19 and its ensuing lockdowns. In total, more than 2,800 Spotlight Initiative-specific articles and stories were published by 1,180 media outlets across 101 countries, with an estimated reach of more than 3.7 billion readers.⁴⁴ Stories were published in top-tier media outlets including: The Washington Post, The Independent, Daily Mail, Reuters, The Hill, El Pais, El Mundo, Infobae, Clarin, Milenio, ABC News, Al Jazeera, Vice, Medium, Thomson Reuters Foundation News, MSN, IPS, The Punch (Nigeria), Foreign Policy, The World Economic Forum, The South African, The Guardian (Nigeria), Haaretz, Xinhua News, Channels TV, AllAfrica.com and ReliefWeb to name a few. A media report with highlights from media coverage is available in [Annex D](#) of this report.

⁴⁴ Meltwater media keyword search (1 Jan - 31 Dec 2020). Raw data of all media hits available [here](#).

Media Coverage Highlights - See [Annex D](#)



Screenshot from Al Jazeera

In partnership with Al Jazeera, the Spotlight Initiative produced a [special episode of 'Inside Story,'](#) which featured a live interview with UN Deputy Secretary-General Amina Mohammed, EU Commissioner for International Partnerships Jutta Urpilainen and South Africa Rugby Captain Siya Kolisi.

Moderated by anchor Folly Bah Thibault, the 30-minute discussion introduced the Spotlight Initiative to a global audience, explored the multiple forms of violence women and girls face, and illustrated the activities implemented by Spotlight Initiative to stop this violence everywhere.

6.3 Raising Awareness and Challenging Gender Stereotypes through Spotlight Initiative Communications

The COVID-19 pandemic has impacted every aspect of programming and communications, including efforts to change the attitudes and mindsets that perpetuate violence against women and girls. As noted above, with many in-person activities, training sessions, and events suspended to prevent the spread of the virus, online, virtual communications became a critical tool to ensure that norm-changing work continued. One positive outcome of this shift has been the ability to reach a much larger audience online. Another has been the increased role and relevance of influencers to reach audiences online.

When compared to traditional advertising or marketing activities, audiences are more likely to engage on the issues social media influencers curate or discuss on their platforms. For many reasons, ending violence against women and girls has been a difficult issue to market or advertise in a traditional sense. Working directly with influencers has allowed Spotlight Initiative to engage the online public, at a much deeper level and in a language they expect, than previously possible.

6.3.1 Raising Awareness and Challenging Gender Stereotypes: Country-Level Examples

Diverse country-level examples of communication activities showcase how the Spotlight Initiative made critical shifts to online awareness activities and the differences that these shifts made.

In **Mali**, the heads of the country's two main monotheistic religions - President of the High Islamic Council of Mali, Cherif Madani Ousmane Haidara and Representative of the Episcopal Conference of Mali, Father Ferdinand Coulibaly - appeared in a series of Spotlight Initiative-supported [television and radio messages](#) denouncing violence against women. The messaging ran for two months, during which time the television message was viewed more than 40 million times and the radio message was heard more than 4 million times. A total of 340,000 people were reached by the associated social media campaign that aimed to break down the normalisation of violence against women and girls and harmful practices. In the following weeks, the number of people visiting Bamako's one-stop centre to address health and domestic violence issues reportedly increased by more than 65 per cent. This underscores the importance of media as an outreach and public awareness tool to support women's health and safety.

In **Honduras**, the team used artistic projects to spark a conversation around community violence with the aim of shifting attitudes. They partnered with the Honduran Filmmakers Collective to finance short films by women filmmakers that deal with violence against women and girls, particularly affecting those who face multiple and intersecting forms of discrimination, such as indigenous and Afro-Honduran women. For example, filmmaker Marissa Gabriela Solano's [short film 'Negrita'](#) spoke to the sexual harassment faced by Afro-Honduran women.



Michael Morrill and Loren Dolmo star in the Spotlight Initiative-supported short film 'Negrita.'

As mentioned in Chapters 5, in **Kyrgyzstan**, an interactive online game, ‘Spring in Bishkek’, was developed to help prevent *Ala Kachuu* or kidnapping for forced marriage. The game, which has been downloaded more than 100,000 times, helps players learn about the rights of women and girls, the real-life impacts of kidnapping for forced marriage and the support services that are available to help.

In **Zimbabwe**, the Spotlight Initiative developed a new weekly radio programme, “Let’s Talk Gender-Based Violence” that aired on a popular radio station with a reach of 4.2 million people. In **Mozambique**, nine mini radio dramas were produced on mitigating the secondary impact of COVID-19 on violence against women and girls and broadcasted on government and community radio stations. For more information on these and other results, see Chapter 5.

6.3.2 Events and Launches

This year, high-level national and regional launches took place in **Grenada, Guyana, Haiti, Jamaica, the Pacific, Papua New Guinea, Samoa, Timor-Leste, Uganda and Vanuatu** and for the **Central Asia and Afghanistan Regional Programme**. In each case, efforts were made to include not only UN and EU representation, but the voices and inputs of civil society activists and women and girl survivors, in keeping with event planning guidelines.

Given travel bans and other restrictions to limit the spread of COVID-19, many of these launches took place virtually or were televised. For example, in **Nigeria** a [televised town hall](#) on gender-based violence brought together survivors of violence, civil society representatives, the Government, police, and



President of Nigeria Muhammadu Buhari at the Spotlight Initiative televised town hall discussion on ending gender-based violence.

representatives from the United Nations and European Union to discuss what needs to be done to end violence against women and girls in the country.

In addition to television, more than a million viewers tuned in to watch the discussion via Twitter Live. The audience response was generally positive, with many Nigerians impressed that these conversations were happening in the country.

Likewise, as noted above, an episode of [Al Jazeera’s Inside Story](#) was dedicated to the recent signing of the Spotlight Initiative’s

Africa Regional Programme in partnership with the African Union. European Union Commissioner for International Partnerships Jutta Urpilainen, UN Deputy Secretary-General Amina Mohammed, and UN Global Advocate for Spotlight Initiative Siya Kolisi appeared on the panel discussion, while African Union Commissioner for Social Affairs, Amira Elfadil, shared a message on how the Spotlight Initiative’s regional programme would strengthen the African Union’s existing efforts to prevent violence and harmful practices, underscoring, as well, the spike in violence that had taken place during the COVID-19 pandemic.

Ahead of International Women’s Day, the Spotlight Initiative partnered with the EU Delegation in New York, the Government of Canada and artist Carey Jernigan to launch the “[One In Three](#)” art installation and exhibition at the United Nations Visitor Centre in New York. The exhibition brought together cube sculptures, audience-submitted videos, and a photo portrait gallery to draw attention to the prevalence of violence against women and girls, but also to the strength of communities coming together to fight for change. The exhibition ran through the month of March.

On the sidelines of the 75th United Nations General Assembly in September, Spotlight Initiative, in partnership with the [Social Good Club](#), brought together influencers, content creators, and technology platforms for an interactive dialogue on the role of social media in violence against women and girls. Moderated by YouTuber Amer Whittington, UN Global Advocates Cecilia Suárez and Siya Kolisi, actress Amanda du-Pont, filmmaker Louis Cole, Head of Partnerships and Business Development at Google Jigsaw Patricia Georgiou, and Director for Global Safety Policy at Facebook Karuna Nain all joined the Sustainable Development Goal Action Zone to discuss the challenges and opportunities for social media to contribute to shifting an online culture that permits and enables violence against women and girls around the world.

In December, the Spotlight Initiative organized the virtual launch of the [Group of Friends for the Elimination of Violence Against Women and Girls](#), which was attended by 78 Member States and Observers, together with UN agencies. The aim of the group is to coordinate action and share information on the elimination of violence against women and girls and to follow up on the UN Secretary-General’s call for “peace in the home” and action on violence against women and girls in the context of COVID-19.

The Group drafted and adopted a common statement for the 65th Commission on the Status of Women, which reaffirmed Member States’ commitment to respect and comply with all international obligations and

commitments on gender equality, reasserted the centrality of women’s full, equal, and meaningful participation and decision-making across all spheres and levels to achieve the Sustainable Development Goals, urged scaling up the implementation of evidence-informed strategies and programmes across multiple sectors to prevent and eliminate all forms of violence against women and girls, and committed to improving the availability of comparable and reliable gender-related data and resources.



“It’s important to involve men and boys in the conversation and to give them new role models in terms of masculinity and what it means to be a man.” - Actress and UN Global Advocate Cecilia Suárez at SDG Action Zone. Photo: Screenshot from the SDG Action Zone discussion

6.3.3 Campaigns

A diverse number of campaigns were launched globally and at the country level to raise awareness on violence against women and girls and harmful practices. Campaigns are key promotional techniques that align actions across the UN-EU partnerships, governments, civil society and the public. At Spotlight Initiative, campaigns serve two main purposes: to engage communities and audiences to prevent violence against women and girls, and to bring visibility to the Spotlight Initiative and its partners. In 2020, the Initiative moved its campaign activities online as social media consumption increased due to the pandemic. Global campaigns leveraging influencers, global advocates on social media and national campaigns are profiled.

Global campaigns: *#WithHer campaign*

In March 2020, the Spotlight Initiative Secretariat launched the [#WithHer](#) campaign in Brussels, Belgium. The #WithHer campaign raises awareness on violence against women and girls and global efforts to address the issue by engaging new audiences to show their support on Twitter, Facebook and Instagram using the hashtag #WithHer. Since its launch in March 2020, the campaign's hashtag has been shared by more than 5,500 social media accounts reaching more than 220 million users on Twitter and Facebook.



From left to right: UN Women Africa Goodwill Ambassador Jaha Dukureh, UNFPA Executive Director Natalia Kanem, European Commissioner for International Partnerships Jutta Urpilainen, Activists Anais Leleux, Maite Lonne and Pierrette Pape, Member of the European Parliament Chrysoula Zacharopoulou and Sky News Presenter Gillian Joseph at the launch event for the #WithHer campaign in Brussels.

The **first phase** of the campaign (March-July 2020), a video series, shined a light on the myriad forms of violence facing women and girls, including femicide, domestic and family violence, harmful practices, and sexual and economic exploitation, and highlighted the stories of women from around the world who are working to create change in their communities.

The second phase of the campaign evolved to include more interactive and social media-based content through the #WithHer Talks series, which featured celebrities and influencers. The **first episode** was a discussion between activists and survivors of domestic violence, while the **second episode** focused on the ways that Bollywood shapes public understanding of gender roles. More episodes will be broadcast in 2021.

The second phase also marked the Spotlight Initiative's further engagement with the UN Global Advocates for Spotlight Initiative, as well as international sports stars. As noted previously, UN Secretary-General António Guterres officially appointed two new UN Global Advocates for the Spotlight Initiative, Cecilia Suárez and Siya Kolisi. Actively engaged in the Spotlight Initiative as a Spotlight Initiative Champion since 2018, Cecilia Suárez, an Ariel Award winner and Emmy International nominated Mexican actress, consistently raises awareness about violence against women and girls and other forms of human rights violations when communicating with her 1.3 million followers on her social media platforms. Siya Kolisi is the World Cup-winning captain of the South African Rugby National Team, making history as the first black test player to captain the team in its 129-year history. He speaks to his millions of followers about male responsibility in ending violence against women, youth engagement and the role of sports in changing inequalities for people in vulnerable and disadvantaged communities.

Engaging sports stars, UN Global Advocate **Siya Kolisi** and NBA Star **Tony Parker**, shared social media messages to raise awareness of violence against women and girls. The campaign is planning to actively engage more male sports stars in 2021.

To adjust to COVID-19, the Spotlight Initiative adapted digital communications to the new global reality in their campaign work. The Secretariat initiated a partnership with **The Social Good Club**, a community of content creators (influencers) who work towards shifting culture and igniting social change.

The objective of this partnership was to educate and engage a wide range of content creators on ending violence against women and girls. The Secretariat and The Social Good Club organized a series of educational workshops that gathered hundreds of influencers.



NBA legend Tony Parker joined the #WithHer campaign



A selection of influencers who have taken the Culture Change Commitment.

A guide on how to create content that promotes gender equality, “[The Culture Change Commitment](#)”, was drafted and shared with the participants to deepen their knowledge of gender-based violence and how to better support women and girls. **The activation engaged 185 influencers, content creators and entertainment executives with a combined 404 million followers on social media.**⁴⁵ For example, an episode of Jubilee Media’s “Spectrum” series brought together seven hip-hop artists for a conversation about violence against women and girls and the role culture plays in it. From October - December 2020, [the episode](#) had been viewed more than 500,000 times and spurred 6,000 comments on YouTube.

Many Spotlight Initiative countries duplicated this influencer-led model at national level, and localized the #WithHer campaign. In **Jamaica**, for example, [Rarrus Riley](#), a Jamaican-American reggae singer, joined the Initiative’s launch event and used his Instagram account to call on young people to change their attitudes towards women and girls. In **Mexico**, the UN Global Advocate Cecilia Suárez joined the [25N+16 campaign](#) to raise awareness of violence against women and girls during the 16 Days of Activism Campaign. In **Niger**, NASA Engineer and ForbesUnder30 leader [Dr. Fadji Maina](#) used her platforms to engage adolescent girls in conversations about women’s rights and violence against women and girls.

To reach a national audience, Spotlight Initiative countries localized the #WithHer campaign, as detailed here in **Nigeria, Argentina and Mexico**.

⁴⁵ Report of [Phase One of Culture Change: Female Equity](#).

1. Nigeria # WithHer campaign

Nigeria adapted the hashtag (#IDeyWithHer) to better amplify the campaign throughout the country.

The #IDeyWithHer campaign is a digital engagement and awareness-raising campaign that was launched in November 2020. #IDeyWithHer is designed to raise awareness of, and challenge, harmful gender norms and stereotypes that perpetuate violence against women. Tailored after the global Spotlight Initiative #WithHer campaign, the hashtag

change was necessary to further localize it to fit the Nigerian context. The campaign builds on advocacy material developed by the United Nations in **Nigeria** on violence against women and girls during the COVID-19 crisis and the brief developed by the UN Gender Theme Group to address the upsurge in violence against women and girls. It was further contextualized against a backdrop of the state of emergency that was declared by state governments and stakeholders in response to the crisis of violence against women and girls. In the first quarter of 2021, the hashtag got 4,228 mentions on twitter. Link to #IDeyWithHer [key messages](#).



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2. Argentina, Social media around pandemic

La Otra Pandemia – The other pandemic

The Spotlight Initiative team in **Argentina** wanted to bring light to the unacceptable rise in violence against women and girls during the pandemic. They increased their communication on the 144 hotline and promoted calls for commitment and social responsibility. The campaign targeted the mass public and was launched in April 2020 with a high impact that put the issue on the national agenda. The Argentine media began to refer to “*La otra Pandemia*” (The other pandemic), also referred to as the shadow pandemic, not as something isolated or specific to the context, but as a structural problem. A wide range of [social media assets](#), including three public service announcement video spots, were developed and shared during the summer 2020. Different labour unions joined the campaign, which also allowed for wide dissemination amongst its members.



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In addition to the three public service announcements, the team developed specific actions for each of the three focus provinces, Provincia de Buenos Aires, Salta and Jujuy:

- In the Provincia de Buenos Aires, the team supported the Ministry of Women, Gender Policies and Sexual Diversity in the development of public announcement spots with the same focus.
- In Salta and Jujuy the team supported specific materials to spread information about essential services during the pandemic.



©Spotlight Initiative

On YouTube, the public service spots got almost 10,000 views:

- Puertas adentro: <https://www.youtube.com/watch?v=FuXUSIGFJw0>
- No te laves las manos: <https://www.youtube.com/watch?v=UG0Cgndrylc>
- Tapabocas: https://youtu.be/DU_X6IDUd5E

3. Mexico, #NoEstaSola

In May 2020, the Spotlight Initiative team in **Mexico** developed **video and online messaging** to reach women trapped at home with abusers amid a global spike in lockdown-related domestic violence. The #NoEstaSolas (You are not alone) campaign communicated that violence is not normal, and encouraged survivors to seek support by publicizing the numbers of services and resources. Later in the year, this was complemented by **digital and social media assets** that shared the personal stories of Mexican women on the frontlines of the fight against COVID-19, exploring the economic and social contributions of women as well as the discrimination and challenges they face.



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6.3.4 Communication for Development Activities

Over the course of the year, several programmatic interventions were positively influenced by contributions from the Spotlight Initiative's communications officers.

Communications officers leveraged their expertise in design, creative content, language, messaging, media, photography and video to shape activities, ensuring communications interventions had the appropriate look and feel, and reached their intended audiences. For example, Spotlight Initiative communications officers in **Belize, El Salvador, Honduras, Jamaica, Liberia, Mali, Malawi, Mozambique, Niger, Nigeria, Samoa, Uganda, Zimbabwe** and in the ASEAN Safe and Fair programme were actively involved in the production and dissemination of radio-based shows and programmes based on changing social norms and preventing violence. In **Malawi**, a radio soap opera featuring several well-known local actors was developed and will begin airing in 2021. In **Ecuador**, the team will develop a communication strategy to produce pieces that reach different audiences, particularly in the programme's target municipalities, in order to leave no one behind.



In **Nigeria**, Spotlight Initiative designed and deployed **social-distancing footprint decals** with gender-based violence helpline and support information in several locations (for example, airport, malls, stores, pharmacies) across the capital city of Abuja.

The decals were a discrete way to provide information to women and girls waiting in lines. After its first week of activation, 3 per cent of calls received at the Spotlight Initiative's one-stop centre were reported to have come from the information on the decals. Other calls came from social media, Spotlight Initiative radio programmes, and referrals from the police.

Communications officers are also involved in identifying and securing appropriate partnerships with media, technology and marketing companies in support of the Spotlight Initiative's goals. In **Mozambique**, the team partnered with PCI Media Impact — a leading social and behavioural change communication firm — to produce 'Ouro Negro' a radio soap opera programme that promotes community dialogue to resolve conflicts. In **Mali** and **Timor-Leste**, partnerships with production companies led to the creation of a new television drama series that focuses on gender equality and the prevention of violence against women and girls.



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CHAPTER 7:

Challenges and Lessons Learned

This chapter provides an overview of the key contextual, programmatic, and technical challenges at both the global and programme levels. As Spotlight Initiative teams work to continuously track, mitigate, and learn from challenges, lessons learned are also detailed in this chapter.

7.1 Challenges and Mitigating Measures

7.1.1 Contextual Challenges

Delivering in the Context of COVID-19

As detailed in Chapter 5, globally, women's rights have experienced significant regression over the past year, with COVID-19 further exacerbating existing inequalities and escalating already high levels of violence against women and girls. The past year has also seen a continuation of a trend in many countries of increased threats and violence against women human rights defenders, activists, politicians, and journalists including, with the shift to remote work, greater attacks online. This context demonstrates the way in which violence is used to police gender norms and stereotypes and entrench inequality. It has created an increasingly hostile environment for initiatives working to eliminate violence against women and girls while simultaneously producing an even greater need for this work.



Although the Spotlight Initiative and partners face an uphill battle in achieving the transformative social norms and behaviour change that is necessary to meaningfully address violence against women and girls, it has also leveraged new possibilities that emerged from this context. Specifically, the Initiative has worked to position the elimination of violence against women and girls as central to countries' COVID-19 response and recovery, a critical step forward in securing national ownership and sustainability in efforts to end violence.

At the programme-level, Spotlight Initiative teams have adopted COVID-19 mitigation measures that required a significant reimagining in their way of working. With most teams unable to work safely from the office, Spotlight Initiative programmes had to address uneven technological access and capacity across staff and partners as they transitioned to remote operations. Moreover, border closures have resulted in international and national programme staff either moving or being unable to enter programme countries, making internal communication more difficult, disrupting supply chain of commodities for service delivery and contributing to challenges in staffing programmes sustainably and safely.

In terms of implementation, many challenges emerged:

- Restriction on non-essential travel and physical gatherings have required programmes to delay or cancel activities across Pillars. Though many teams successfully adjusted activities to virtual modalities, finding viable alternatives to in-person interventions was not always possible, due to limited access to internet and technology as well as lower IT literacy levels among some rights-holders and communities, partners, and team members.
- With school closures, programmes have had to identify new entry points for engagement and interventions outside of formal educational facilities by, for example, augmenting pre-existing efforts focused on reaching out-of-school youth.
- Many programmes faced challenges with maintaining timely engagement with partners and finalizing work plans with implementing partners. Governments often pivoted to focusing solely on the public health response to COVID-19, while civil society partners struggled to ensure their organizational survival while responding to front-line needs, leaving these partners with limited time and capacity to support the Spotlight Initiative or meet with teams.

MITIGATING THE CHALLENGES

Pivoting Nimbly in the Face of COVID-19

In the face of these unprecedented challenges, the Spotlight Initiative refocused its efforts to adapt to COVID-19 and meet the increased need for support by women and girls. As the pandemic spread, all Spotlight Initiative teams reassessed their work plans and budgets in order to produce a comprehensive COVID-19 response plan, in close coordination with national governments, EU Delegations, civil society, and other local stakeholders. Across response plans, Spotlight Initiative programmes prioritized work to strengthen prevention measures, improve access to high-quality services, and respond to the specific needs of women and girls.

More than **USD 21 million⁴⁶** in Spotlight Initiative funds, across all 5 regions, were redirected to address violence against women and girls within the COVID-19 response. Importantly, in order to prevent disruption to rapid and safe front-line services to women and girls, the Spotlight Initiative also channelled critical funding to civil society and government partners. In **Mexico**, the programme made emergency funding transfers to organizations on the front line of responding to violence against women and girls, as well as to women leaving shelters in order to support and ease their transition given the pandemic-induced economic crisis.

Though mitigation measures were context-specific, common actions included:

- Supporting existing hotlines, shelters, one stop centres, and mobile clinics and creating new (or supporting existing) remote service delivery options to scale up the provision of essential services and case management.
- Leveraging existing partnerships and coordination mechanisms with relevant actors, such as governments, service providers, civil society organizations, community workers, the private sector, the European Union and the United Nations, to collectively and reliably provide and strengthen comprehensive referral mechanisms, case management and swift service delivery during the pandemic.
- Adapting evidence-based service delivery modalities to ensure service provision for those facing multiple and intersecting forms of discrimination in the COVID-19 context in the spirit of leaving no one behind.
- Using accessible and localized multimedia as well as non-traditional channels to raise awareness on the exacerbated risks of violence, and available services for timely access.
- Supporting safe and ethical data collection and adjusting activities under the Spotlight Initiative's Outcome 5 on data so that studies and interventions would include an understanding of the impact of COVID-19 on the incidence of violence against women and girls.

Critically, in responding to the significant challenges of COVID-19, Spotlight Initiative programmes seized new possibilities to elevate the elimination of violence against women and girls on national political agendas. The COVID-19 pandemic underscored the importance of Spotlight Initiative's work and made the focus on ending violence against women and girls even more urgent. Progress made by programmes in the last year also strengthened the Spotlight Initiative's capacity, streamlined activities and partnerships, and strengthened its ability to deliver impact sustainably. In Tajikistan, for example, the pandemic resulted in a greater societal openness to acknowledge and stand up against rape, incest, and sexual harassment, topics that have traditionally been considered taboo. The Spotlight Initiative has taken advantage of this positive development to advance its work across Pillars. In Timor-Leste, the Spotlight Initiative contributed to UN Situational Reports and used this opportunity to advocate for government action to address violence against women and girls as an essential part of COVID-19 prevention and response plans.

⁴⁶ Estimated figure based on self-reporting by Spotlight Initiative programmes as of August 2020. This figure includes the USD 9.1 million that the UN Trust Fund to End Violence against Women allocated for immediate support to its existing 44 grantees in sub-Saharan Africa.



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“The COVID-19 pandemic has caused increased instances of violence against women and girls, but the [Spotlight Initiative] programme has been responsive to address these issues by changing its way of working and seizing new opportunities. A detailed response by Pillar was developed, increasing efficiency and avoiding duplications and aligning the response to other initiatives led by government counterparts and Recipient UN Organizations.”

- National Expert, Malawi

Natural Disasters and National Emergencies Coinciding with COVID-19

In many programmes, natural disasters and national emergencies coincided with COVID-19, exacerbating the effects of the pandemic on implementation. From a tropical cyclone in **Vanuatu**, to flooding, landslides, and Ebola outbreaks in **Uganda** and hurricanes in **Honduras**, natural disasters affected the Spotlight Initiative’s implementation, as teams faced limited and restricted physical access to communities as well as competing priorities among civil society and government partners already stretched thin with the

COVID-19 response. In **Samoa**, a deadly measles outbreak made it even more difficult to engage partners, given partners' primary focus on responding to the humanitarian needs of people affected by two major public health crises. In the **Caribbean**, the regional programme faced the eruption of La Soufrière volcano in St. Vincent and the Grenadines. This further increased the risk of violence against women and girls, as at least 20,000 citizens were displaced and over 12,000 evacuees registered in shelters.

MITIGATING THE CHALLENGES:

Addressing Natural Disasters and Emergencies

Spotlight Initiative programmes leveraged their partnerships with governments to bolster national and local response to emergencies and ensure that response efforts addressed the specific needs of women and girls. Programmes also depended on implementing partners to adapt work plans and activities to the new context, informed by their experiences and networks in various communities. In **Uganda**, for example, the programme worked closely with district-level government representatives to monitor the situation and adjust activities that involved direct contact with rights-holders in order to ensure continued delivery.

Furthermore, in certain contexts, the Spotlight Initiative has turned emergency response into an opportunity to build on and improve upon national efforts to end violence against women and girls. In **Vanuatu**, a tropical cyclone exposed gaps in national standard operating procedures on addressing violence against women and girls in emergencies, as evacuation centre staff were unsure how to include clear messaging on the prevention of and response to violence against women and girls. In response, the Spotlight Initiative programme worked with government partners to strengthen the health services system based on lessons learned from the tropical cyclone, to ensure that risk mitigation for violence against women and girls was integrated in the daily management of evacuation centres. This work is part of an ongoing collaboration with the National Disaster Management Office, with which the programme uses a comprehensive protection lens and works to strengthen institutional capacity, and interlinks with work with the Ministry of Health, through which the programme focuses on strengthening health service systems. Moreover, in the **Caribbean**, the regional programme advocated for additional funding to combat violence against women and girls while responding to the volcano eruption. The programme coordinated the launch of a USD 29 million appeal to support relief efforts, with a social protection Pillar geared towards the prevention of and response to family violence and violence against women and girls.

“The dramatic flash flooding has caused extensive damage throughout the country and claimed the lives of many. Consequences have a far-reaching impact on everyone, on their health, their socio-economic wellbeing, and on their rights. Through the Spotlight Initiative, our partners are shifting programming to scale up support to civil society organizations on the front line of response, ensuring that services not only stay open but are made more accessible to groups often left behind. The European Union stands by the people of Timor-Leste at this time of suffering and remains committed to protecting and supporting women in Timor-Leste.”

– European Union Ambassador to the Democratic Republic of Timor-Leste Andrew Jacobs

7.1.2 Programmatic Challenges

Delivering as a Demonstration Fund and Implementing United Nations Reform

Adopting a new, inter-agency approach to programming, as the Spotlight Initiative is working to do, is inevitably complex but worth the subsequent gains. Transitioning to inter-agency processes takes time, as UN agencies work to understand and coordinate each other's implementation rules and procedures and identify areas for harmonization. As a result, many programmes needed additional time for programme recruitment and procurement actions. As Spotlight Initiative teams work closely with a range of partners, these partnerships require tailored support and adaptive responses to challenges. As a result, teams must adopt longer timelines for activities in order to facilitate meaningful, multi-partner consultation and deepen multi-stakeholder ownership of programme gains. These efforts are showing progress on the ground. It was confirmed by the mid-term assessments of early 2021, through a survey of more than 700 stakeholders (government, civil society, the European Union and United Nations): overwhelmingly, stakeholders identified the Spotlight Initiative as contributing to more integrated, more efficient and better coordinated UN Country Teams (more than 90 per cent). Overall, an analysis of the mid-term assessment results shows that countries that were the most effective in delivery and scored the highest, were those which aligned best with the principle of UN Reform, particularly working in an integrated manner, strengthening coordination between UN entities and making efforts to harmonize policies and methodologies.

Advancing coherent joint work can be further complicated by the different sequencing of agency-specific procedural steps. In **Malawi**, for example, some UN agencies finished recruiting implementing partners well before others, which impacted the status of programming as a whole, given the interconnectedness and interdependence of activities.

Even so, UN agencies, the European Union, and programme partners reported that the Spotlight Initiative's joint inter-agency work - under the leadership and oversight of the UN Resident Coordinator - supported deepened partnerships, including with grassroots and local organizations, and improved the reach of marginalized communities (further detailed in Chapter 4, and below in Lessons Learned).

MITIGATING THE CHALLENGES:

Advancing Inter-Agency Processes for Sustainable Results

Undertaking inter-agency processes, especially at the onset of Spotlight Initiative programmes, was time-intensive but ultimately offered valuable learning opportunities, as well as more sustainable results, with better reach to local communities. Through the coordinated support of the Resident Coordinator's Office, UN agencies under the Initiative in **Papua New Guinea** engaged with civil society through joint Expressions of Interest and Calls for Proposals. Accompanied by training, this approach fostered resource efficiency, changed the way agencies reach civil society, and, critically, improved grassroots organizations' access to funding.

Several programmes (including those in **El Salvador, Jamaica, Trinidad and Tobago, Malawi, and Nigeria**) created standard operating procedures to guide more coherent functioning and programming and to clarify roles for both the Spotlight Initiative teams and external partners. Other programmes developed common templates for monitoring and reporting, used joint tools to streamline programme management and inter-agency work, and instituted regular inter-agency committees and meetings.

In **Uganda**, measures taken by the Spotlight Initiative team to improve inter-agency coordination become opportunities to strengthen coordination among programme partners. In 2020, the team undertook joint monitoring visits with district-level governments and civil society partners and held “District Inception Meetings,” which enabled the programme to integrate internal coordination into its work at the local level while also facilitating greater collaboration across district-level partners and stakeholders.

Ultimately, these mitigating measures allowed programmes to more quickly and effectively deliver as one UN team, which will have a lasting impact on UN programme management.

Equipping Spotlight Initiative Teams and Partners for Success

Across all levels of the Spotlight Initiative, challenges with the recruitment and capacity of both UN teams and implementing partners have impacted implementation, primarily by delaying the start of activities.

- The integrated nature of Spotlight Initiative programmes has required that UN agencies invest more time in coordinating functions and terms of reference, resulting in longer preparation processes to initiate recruitments.
- Many programmes faced limited pools of qualified candidates for staff positions, consultancies, and implementing partners. As a result, some programmes had to modify processes to more effectively recruit talent, which resulted in delays in the formation of a full team and thus to implementation in the early months of the programme.
- Programme communications teams experienced challenges retaining staff, as the majority of staff hired have been at a junior level. These junior staff gained the necessary experience to move on to their next position more dynamically. Given the critical aspect of communications for the Spotlight Initiative’s visibility, greater attention is needed to recruit higher ranked staff who are likely to stay in their positions for longer. There should also be a greater focus on opportunities for advancement in order to retain talent at the junior level.
- Working with local organizations is critical to adhering to the principles of participation, local ownership, and leaving no one behind but may require more time for UN-led programmes to adapt their outreach methods to build capacity and meaningfully support partners while also reaching their targets and delivering on schedule.

MITIGATING THE CHALLENGES:

Building Capacity for Stronger Programmes and Partnerships

Spotlight Initiative programmes implemented a range of mitigating measures to capacity-related challenges, looking both internally at the agency systems and methods and externally at supporting implementing partners. This included peer review of terms of reference to foster joint procurement, training of implementing partner candidates on UN funding systems, development of acceleration plans specifically for recruitment, and appointment of interim coordinators to ensure programmes advance while permanent positions are recruited. Overall though, the key to a successful new generation of inter-agency programmes under the umbrella of the new UN Cooperation Framework is the role played by the UN Resident Coordinator. Where the UN Resident Coordinator is hands-on, guided by the Management and Accountability Framework of the UN Development and Resident Coordinator System, and accountable for the development results achieved by the UN team in a given country, Spotlight Initiative programmes are stronger.

In the early stages of programmes, certain coordination challenges arise, as newly recruited team members who were not involved in the programme development phase may have limited UN experience and background with the Spotlight Initiative. In **Kyrgyzstan**, in order to address these challenges, the Programme Coordination Unit launched a “Pathways of Change” series of online discussions to secure a shared understanding of the programme’s theory of change and map out collective pathways to transformative change under each Pillar. This improved internal communication and cohesion and enhanced the efficiency of interventions. In **Trinidad and Tobago**, in response to needs for human resource support to accelerate implementation, the Programme Coordination Unit revisited its role to provide additional administrative and implementation support and to help manage stakeholder relationships for UN agencies, to ensure the entire team was equipped to carry out its functions.

Government Engagement

Across the UN system, Country Offices partner with national governments, fostering impartial relationships to ensure continuity of programming. Moreover, under the United Nations Development Assistance Framework (UNDAF) that guides each Country Office, governments are key partners. In the Spotlight Initiative, programmes operate in this way, engaging governments as strategic partners. Ensuring government buy-in at all levels, including at the highest level of government by Heads of States, is essential to the effectiveness of the programme and to ensure the sustainability of results. However, despite generally positive relationships with government, distinct challenges arose in 2020:

- Some Spotlight Initiative teams have encountered political instability, conflict or transitions, which have complicated government partnerships. In 2020, several programmes had to pause work with governments until a new government was established, while others had to dedicate additional time to build partnerships with new government actors, which delayed the implementation of certain activities, primarily under Pillars 1 (laws and policies) and 2 (strengthening institutions). Moreover, the turnover in government, such as in **Guyana** (where contested elections delayed government confirmation and thus the programme by months) and in **Kyrgyzstan**. Further, turnover in civil servant positions, such as in **Mexico**, has made it more difficult for teams to monitor the status of work with government actors and to assess the more strategic, long-term progress of engagement. In countries with a high level of decentralization, programmes have

faced challenges in implementing the Spotlight Initiative coherently at both national and local levels. In some countries, there was a lack of clarity across government entities about roles and relationships with the Spotlight Initiative, and in some cases internal competition, which made it difficult to develop common strategies.

- Some programmes faced limited engagement between government and civil society. In order to achieve the sustainability of its existing efforts, and to ensure that the principle of “leaving no one behind” is fully integrated, the Initiative will need to increase constructive exchanges between government and civil society partners.

MITIGATING THE CHALLENGES:

Fostering Government Engagement

To mitigate the above challenges, Spotlight Initiative programmes adapted government engagement strategies to address political transitions or divisions, or fragmentation in decentralized contexts, in order to facilitate a sustained and sustainable partnership.

In **Papua New Guinea**, despite high-level national buy-in, the Spotlight Initiative faced challenges in securing political commitment at levels where, given decentralized modes of governance, this was also critical. In response, the team committed to working more closely with provincial representatives in order to develop common strategies and ensure buy-in to the Spotlight Initiative at all levels of government. To support these efforts, the team partnered with the National Gender-Based Violence Secretariat - a key mechanism established by the Government to operationalize national strategies to prevent and respond to violence against women and girls - to develop a network of consultants to act as the focal point at the provincial level in order to ensure the implementation of a national framework against gender violence. The Spotlight Initiative team also agreed to provide technical assistance to the National Gender-Based Violence Secretariat to monitor and evaluate this progress. This network will contribute to a more cohesive and responsive government engagement. Similarly, in **Haiti**, the team produced a memorandum of understanding to harmonize procedures with government partners in order to advance Spotlight Initiative activities after significant delays due to the turnover in government representatives. The team is also developing strategic partnerships within public institutions to promote continuity of work amidst changes in government.

At the regional level, the **Caribbean Regional Programme** has begun to address the constrained resources and limited staff availability of its key regional partner, the Caribbean Community and Common Market (CARICOM), by supporting the organization in recruiting a programme coordinator to support the CARICOM Secretariat in managing activities with the Spotlight Initiative and delivering on its mandate in the context of the elimination of violence against women and girls.

Finally, in **El Salvador**, the team worked with government partners to implement an institutional policy to ensure that ongoing work with the Spotlight Initiative would be incorporated into the staffing transition plans of each new government employee who would liaise with the programme (nine from executive branches and three from the justice sector). In doing so, the team has successfully influenced government representatives to have a proactive attitude towards sustaining engagement with the Spotlight Initiative and supporting the continuity of efforts at all levels. Additionally, the El Salvador team redoubled its advocacy efforts with the Legislative Assembly to ensure that all political parties address femicide in their platforms amidst the increase in polarization in the country.

Engagement of Civil Society

The Global, Regional and National Civil Society Reference Groups have been a primary mechanism for civil society engagement, including monitoring of the Spotlight Initiative. In September 2020, the Spotlight Initiative Secretariat conducted a survey to measure and track Reference Group engagement. In total, 53 Reference Group members from 13 National, Regional and Global Reference Groups in Latin America and Africa participated in the survey. A total of 38 per cent⁴⁷ of the respondents reported insufficient coordination and communication in decision-making processes, noting further that many groups continue to face resource constraints, and utilizing their expertise, efforts and time in Reference Groups without requisite compensation (particularly with the increased pressures of the pandemic), and securing their meaningful engagement, has proven difficult. Reflecting on this, the following challenges arose in 2020 from a civil society engagement perspective.

- National and local civil society organizations continue to face challenges accessing UN funding due to burdensome UN procedures, including complex proposal templates and short deadlines. The Civil Society National Reference Group in **Trinidad & Tobago** has voiced concern over the onerous procurement processes which, in turn, vary across UN agencies, and serve as a barrier to effective grassroots engagement. The team in **Jamaica** recognized that the process for many organizations to apply for and establish partnership agreements is cumbersome and may exclude grassroots organizations from applying for and receiving funding. In some cases, civil society organizations, particularly small ones, were not familiar with UN processes, which resulted in either few or low-quality applications. In other cases, civil society organizations had the expertise and connection to local communities but lacked the absorption capacity required by the United Nations to deliver on larger grants.
- Deeper engagement and increased transparency are needed for civil society advisory mechanisms to be effective and influential, including strengthened communication with Spotlight Initiative teams and steering committees.
- Limited physical access to communities and rights-holders has created complexities for implementation in some countries. Access to target communities was constrained due to geographical and environmental factors, such as rainy seasons, migration during dry seasons, or long distances travelled on poorly constructed roads. The COVID-19 pandemic reality also made physical meetings and movement challenging. Programme partners revised their activities and much of the work has therefore shifted to online spaces over the past year. Moving to virtual spaces has posed a challenge to participation in some activities for groups with limited internet access, while also allowing a broader reach of other activities through radio and TV broadcasting. To mitigate the risk of excluding groups, some programmes provided data credits and equipment to facilitate online participation.

⁴⁷ This was improved to 23 per cent in February 2021.



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- Finally, an additional challenge is the possible conflict of interest in the monitoring role of the Civil Society Reference Group members, when their organizations serve as an implementing partner. To mitigate this risk, specific guidance was issued for all Spotlight Initiative programmes to put in place concrete measures. In **Haiti**, a clause was included in the Code of Conduct for members who are implementing partners to recuse themselves when the Civil Society Reference Group evaluates or issues recommendations on an intervention in which they are involved.

MITIGATING THE CHALLENGES:

Fostering Further Civil Society Engagement

The feedback received from country teams and Civil Society National Reference Group members through regional calls and consultations reflected the urgent need to further explore innovative practices to address these challenges, such as allowing organizations to apply in consortium and launching small grants to support the institutional strengthening and resilience of national and local organizations.

Further, feedback informed the decision to develop a Guidance Note on Meaningful Engagement of Reference Groups, in close collaboration with civil society and the European Union, finalized in 2020. To enable responsive communication, the Civil Society Reference Group members in **Timor-Leste** and **Latin America Regional Programme** are connected via a WhatsApp group and email and have access to a shared Google folder for accessing relevant Spotlight Initiative documents. This has increased transparency and the flow of information between the Civil Society Reference Groups and the programme teams and increased engagement of the Civil Society Reference Group members.

In **Grenada**, steps have been taken to address the challenge of accessing UN funding. These steps include: the involvement of civil society in the design phase of the calls; simplified application processes for grants, and a UN agencies-led workshop with potential applicants to introduce the available opportunities and explain how to apply for funding. In **Jamaica**, in response to an unsuccessful first call for small grants, the team revised the entire process for the second joint call, reducing the number of required documents, simplifying the requirements, disseminating an FAQ document throughout existing networks, and hosting an information session for potential applicants, all to generate interest and encourage applications. Consultations are currently in progress with Regional UN Organizations headquarters on amending the funding processes to ensure it is inclusive and simplified.

7.1.3 Technical Challenges

While 2020 saw advancements towards the elimination of violence against women and girls, Spotlight Initiative countries also faced technical challenges. Though challenges varied across contexts, common patterns emerged across regions. Spotlight Initiative programmes addressed these challenges by engaging with traditional and religious leaders in addressing misinformation and harmful perceptions,

adapting innovative online platforms for effective monitoring of activities and results, supporting capacity development, adapting services to crises contexts, and strengthening high-level political engagement and resource allocation in order to sustain the efforts of the Spotlight Initiative, as illustrated below:

- Cultural norms and harmful traditions continue to threaten progress in addressing violence against women and girls. This long-standing challenge has been further exacerbated by the global regression in progress on advancing gender equality due to the COVID-19 pandemic. For example, conservative pushback against laws penalizing violence against women and girls and raising the age of marriage in **Mali** has threatened progress in legislative protection. In **Liberia** and **Uganda**, cultural and religious sensitivities around ending female genital mutilation and resistance on sexuality education (respectively) and related key bills persist. In **Argentina**, the debate on an abortion bill triggered hate speech and campaigns against violence against women programmes.
- Increased violence and threats against women's human-rights defenders and at-risk populations that question the status quo challenged Spotlight Initiative partners. In certain countries, such as **Mozambique**, actors sought to undermine activists by spreading misinformation that they were channels of COVID-19 transmission and by making direct threats of sexual violence.
- COVID-19 exacerbated violence against women and girls in Spotlight Initiative countries, where government restrictions on movement and lockdowns gave rise to a more conducive environment for men to abuse women, including increased victim blaming. For instance, in **Malawi** there was a surge in sexual and gender-based violence and harmful practices, particularly cases of teenage pregnancies and child marriages. In **Uganda**, school closures increased cases of defilement as children were locked in homes with their perpetrators, while emerging data showed intensified domestic violence in **Nigeria**. COVID-19 also had an impact on service providers, particularly the health and justice sector, adversely affecting their ability to provide timely and essential services. For example, in **Uganda** and **Zimbabwe**, courts were not functional, which led to delayed justice and further trauma for victims. In the **Latin America region**, lockdowns and social isolation regulations have generated additional barriers to access support networks and essential services necessary for the prevention, care, response, and repair of cases of violence against women and girls. In response to this situation, the countries activated and/or strengthened remote care services such as telephone lines or WhatsApp counselling. However, not all services were able to adapt to a remote modality and many women were unable to access sexual and reproductive health and justice services. Faced with the interruption of sexual and reproductive health services, it has been estimated that approximately 17 million women will discontinue the use of modern contraceptive methods. Globally, in response to the spike in violence against women and girls, the [Deputy Secretary General made a strong call](#) urging men to stop perpetuating violence against women and girls, and stating that there shouldn't be any justification despite efforts made by some to justify these actions and blame victims. However, the public discourse in response to this strong call even further showcased victim-blaming attitudes. There is a critical need for men and boys and indeed everyone to start calling out victim-blaming and shaming, and to stand for zero tolerance to violence.

- Efforts to secure sustainability of the Spotlight Initiative’s efforts were undermined by limited national resources to address the multifaceted needs of survivors of violence, cultures of impunity and limitations on the capacity of service providers. In **Nigeria**, **Mozambique** and **Liberia**, the limited resources available to law enforcement have had an impact on effective investigation of cases of violence against women and girls, legal support to survivors and ensuring access to justice. The situation is further exacerbated in **Mozambique** by a culture of impunity persisting for cases committed by family members. Furthermore, the limited resources for livelihood opportunities amid high levels of poverty in some countries, and the economic set back in most countries due to the COVID-19 pandemic, pose major challenges for sustaining the progress made in responding to violence against women and girls.
- Limited knowledge on how to address violence against women and girls, and a shared understanding of key Spotlight Initiative principles such as “do no harm”, and survivor-centred approaches remain challenging issues. For example, in **Malawi**, some media reports on violence against women and girls and harmful practices were observed to be insensitive. In **Kyrgyzstan** and **Grenada**, early implementation showed limited knowledge on gender issues, ending violence against women and girls and other key principles among partners. In **Belize**, ensuring safe and confidential delivery of information, services and interactions with women and girls was a challenge.
- The Spotlight Initiative recognizes the importance of engaging men and boys as key agents of change. However, there is misconception about the principles and the actions undertaken for engaging men and boys in some programmes, including on the overall objective of the Spotlight Initiative. For instance, in **Trinidad and Tobago**, the programme faced pushback for focusing on women and girls, which has led to some men and boys being dissatisfied with the programme.
- Limited availability of high-quality, disaggregated data and capacity gaps on monitoring violence against women and girls efforts pose challenges to the ability of programmes to identify gaps in services and legislation, ensure actions are evidence-based, and address the needs of women and girls who face intersecting forms of discrimination. The COVID-19 pandemic further exacerbated this challenge in certain countries, particularly those that were delayed in commencing data collection for the baseline study due to restrictions imposed on travel and mobility of consultants.

MITIGATING THE CHALLENGES:

Applying Lessons Learned to Support High-Quality Implementation

Programmes implemented a myriad of effective mitigating measures to address the technical challenges detailed above, several of which are highlighted here. In **Argentina**, in response to the rise of a conservative backlash against efforts to end violence against women and girls, the team developed evidence-based materials with a target audience of families, teachers, clubs and associations, journalists and community leaders, which allowed the team to dismantle some of the false news that has circulated about programmes such as the Spotlight Initiative. With this material, the team will be able to establish a strong presence on social media and enhance the work of civil society organizations and governments.

In **Mali**, the team intensified advocacy efforts with religious communities and held information sessions with religious leaders to discuss the danger of violence against women and girls on women's and girls' health, while in **Liberia**, the programme has prioritized consultative dialogues with traditional and religious leaders, cultural elders and community members to ensure their voices are heard and to maintain their buy-in, which is important in mitigating any future resistance, particularly on culturally sensitive issues such as ending female genital mutilation. To address challenges of the justice sector, the programme is decentralizing delivery of justice through specialized courts established to adjudicate sexual violence against women and girls cases only.

In **Belize**, the team revised their data collection plan to integrate the use of mobile phones and online platforms and removed sensitive questions related to exposure to violence, in keeping with the “do no harm” principle. The **Guyana** programme similarly made use of available technology to collect data for the baseline assessment online where in-person collection was not possible. In **Nigeria** and **Malawi**, the team is supporting gender-responsive budgeting interventions to secure sustainable funding for cases of violence against women and girls, including capacity development of law enforcement, and high-level advocacy to ensure the leadership of relevant institutions. In **Zimbabwe**, the team continues to lobby the Ministry of Justice, Legal and Parliamentary Affairs to ensure cases of violence against women and girls are considered “urgent”, and that the Ministry is setting up virtual courts for the most marginalized women and girls. In **Uganda**, the programme engaged in joint advocacy to ensure the social welfare workforce were classified as essential workers during lockdowns. This included critical para-social workers who bridged the link between community and institutional structures and who kept government gender-based violence helplines running.

7.2 Lessons Learned

Lessons learned during the course of 2020 have informed the implementation of programmes across all Spotlight Initiative regions. This section covers the lessons learned across the six Pillars as well as those related to implementation management and programmatic aspects. Capturing lessons learned is key to improving future programming and implementation work, and, while many lessons emerged across programmes, this section includes only a few examples under each Pillar.

However, all programmes have seen that supporting women's rights and feminist movements, grassroots organizations, and solidarity groups – and planning and implementing eliminating violence against women and girls interventions through (existing) community-based structures, local organizations, and other members of the community (including male champions for gender equality) – facilitates more targeted and tailored programming, generates more effective interventions, and ultimately contributes to more sustainable social change. Supporting community level, women-led networks is critical to allow women and girl activists to remain connected and support one another, including through crises such as the COVID-19 pandemic.

7.2.1 Overarching Lessons Learned



Political will and buy in: Mobilizing political will and buy-in and adopting a whole-of-society, including whole-of-government, approach in all stages of Spotlight Initiative programmes ensures effective delivery, as well as national ownership and sustainability of Spotlight Initiative results. In particular, engagement with local authorities and clients at all levels of the programme supports local ownership and adds value, while also enhancing the use of a human rights-based and survivor-focused approach while leaving no one behind.



Monitoring and evaluation: Strengthening monitoring and evaluation efforts of Spotlight Initiative programmes is critical to track and accelerate programme implementation. Strong participatory monitoring and evaluation through rapid identification and resolution of bottlenecks, for collection and analysis of data across all Pillars, and to promote inter-Pillar synergies, helps to facilitate accurate measurement of achievements and areas for improvement.



Strengthened coordination: Strengthening coordination across the Spotlight Initiative and all regional and national programmes and stakeholders creates opportunities for sharing innovative, promising and good practices, fostering knowledge exchange and establishing learning communities to strengthen multi-tiered approaches to eliminating violence against women and girls in a comprehensive manner and for sustainable action beyond the Initiative.



Common definition of violence against women and girls: Adopting a common operational definition and key principles for understanding violence against women and girls for all stakeholders including UN agencies, government and civil society through a flexible, participatory process is helpful for smooth implementation of programmes.



COVID-19: The COVID-19 pandemic created an urgent need for new modalities of programme implementation and delivery. This highlighted the need for programmes to be adaptable to changing contexts but also provided the possibility to innovate by accelerating efforts to boost prevention measures through virtual platforms and technologies, strengthening coordination and advocacy for ending violence against women and girls in national emergency response, and bringing remote and mobile services closer to implicated communities.



“Do no harm”: The do no harm principle needs to be firmly embedded in implementing partner agreements and all capacity building initiatives. Ensuring visibility of the Spotlight Initiative should not come at a cost to survivors and their right to confidentiality. Capacity building on ethics and the do no harm principle is needed for all Spotlight Initiative actors and has been prioritized for the coming year.

7.2.2 Pillar-Specific Lessons Learned

Pillar 1: Policies and legislation

- There is often limited knowledge of legal frameworks on violence against women and girls, and integrating efforts to raise awareness on the laws, policies and tools, as part of communications and visibility plans, can increase public awareness. Community, religious and traditional leaders also play an important role in raising awareness of legislation on violence against women and girls and harmful practices.
- The slow pace and non-linear movement of law and policy-making makes it difficult to obtain immediate results. Investing in technical support to strengthen draft laws is essential to establish a legal base for transformative change. These interventions must be targeted at the highest levels, not only at the ministerial level.

Pillar 2: Institutions

- Engaging government stakeholders at the highest levels, from the President's office for example, during the planning phase and sustaining those partnerships throughout implementation is critical to ensure ending violence against women and girls is accompanied by political will and stands as a priority in the country's leadership agenda.
- Engaging whole-of-government, rather than taking a single entity or sector-based approach, improves the integration of key issues across sectors and has proven to lead to more sustainable results. To this effect Spotlight Initiative programmes have engaged a broader range of ministries and official departments than those dedicated to women's affairs.
- Establishing dedicated and well-resourced plans specific to ending violence against women and girls and embedding them in national frameworks helps to ensure that efforts to end violence against women and girls will remain a priority.
- Conducting a robust gender equality analysis and ensuring a women's human-rights and survivor-centred approach in policy and legislative processes, particularly throughout emergencies (such as COVID-19), is key to informing appropriate responses and budgeting.
- It is helpful to assess the knowledge and skills of government counterparts on ending violence against women and girls during the programme design phase, and integrate a series of concrete capacity development initiatives that can be actioned alongside implementation, including gender-transformative experiential learning programmes for ministry staff, with an orientation toward practical, on-the-job implementation of lessons learned. This is also critical at provincial levels, as this has significant impacts on community social change.

Pillar 3: Prevention

- The use of innovative approaches such as theatre, music and debates and other non-conventional means have shown to be promising communication approaches for challenging gender norms. These tools help initiate social dialogues on sensitive issues, empower community members, and facilitate ownership of and accountability for the issue.
- Mobilizing young people and allowing peer-to-peer exchange to build movements and networks to change beliefs, attitudes and practices around violence is key. Where there is limited access to internet and new technologies, the combination of online and offline tools to mobilize youth to speak up on issues of violence, gender equality, and discrimination is crucial to rapidly increasing the participation of young people in this dialogue.
- Through the **Africa Regional Programme**, the Spotlight Initiative has brought the two largest joint programmes on child marriage and female genital mutilation in unison to address a common underlying driver, namely discriminatory gender norms. This programme has created a unique opportunity to leverage and expand the scope of Spotlight Initiative interventions.
- Strengthening engagement with religious leaders as agents of change to promote gender equitable norms can strengthen the Spotlight Initiative's work to change harmful social norms at the community and individual level, including changes in discriminatory laws and policies.
- The adaptations of Spotlight Initiative programmes to COVID-19, and the innovative use of information and communication technologies for education, building capacities, communicating messages on violence against women and girls and gender norms is instrumental for reaching more members of the community. In addition, leveraging existing national and community-based structures and platforms established for emergency response in undertaking efforts to end violence against women and girls during emergencies is key for maximum reach, and reach of timely and relevant information.
- Ensuring the effective engagement of boys and men as agents of change within their communities, and at multiple levels, is critical to address harmful gender and social norms that enable violence against women and girls, providing an opportunity for sustainability of programme results.

Pillar 4: Services

- Holistic care and service provision that takes into account the needs of survivors, as well as family members, is crucial for survivors' recovery. Services should also take the needs of marginalized groups into account, in particular survivors with disabilities, to ensure no one is left behind.
- Quick adaptations and scaling up of essential services to adapt to a crisis such as COVID-19 (for example, hotlines, virtual courts, tele-counselling, mobile clinics and one stop centres, provision of personal protective equipment (PPE)) and working with community-based structures is critical to ensure timely and lifesaving essential services that meet the specific needs of survivors of violence, and in particular marginalized groups.

Samoa

“Promoting our services sent a clear message: help is not shut down.”

- Siliniu Lina Chang,
President of Samoa Victim
Support Group



Spotlight
Initiative



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Pillar 5: Data

- The joint baseline exercise afforded the UN agencies, governments and implementing civil society organizations to understand the underlying factors that drive violence against women and girls and to analyse gaps in data and capacities of institutions, and afforded stakeholders the opportunity to adopt a tailor-made solution and not a one-size-fits-all approach, given the different prevailing socio-cultural contexts.
- The complexity of studies associated with femicide in differentiated socio-economic and vulnerable contexts requires a thorough and step-by-step engagement process to ensure technically coherent reviews, as well as to ensure ownership by the relevant stakeholders. Recommendations must be generated under a single conceptual and methodological framework that is aligned with programme objectives.

Pillar 6: Women's movement and civil society

- Directly working with and supporting local and grassroots organizations has a transformative impact for communities, with COVID-19 further demonstrating the effectiveness of channelling direct, core and flexible funding to local, grassroots organizations in order to ensure the sustainability of progressive work to ending violence against women and girls. The COVID -19 pandemic has also highlighted the importance of working closely with implementing partners to explore locally driven solutions, as civil society organizations were most adaptable at quickly adjusting their programmes and working together to ensure information and services continued to reach communities.

- Engaging women and girls with multiple and intersecting forms of discrimination from ideation to evaluation of programmes is essential: valuing their expertise and knowledge ensures they are meaningfully understood, supported and served by the *leave no one behind* agenda.
- The pool of experts available to staff Spotlight Initiative programmes is often limited due to the level of expertise and understanding of local contexts required. A critical long-term solution is to invest in educational institutions that foster eliminating violence against women and girls activists and experts to widen the pool of available experts in the future and ensure the sustainability of efforts.



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7.2.3 Coordination and Management Lessons Learned

United Nations Reform and one United Nations interface

- Investing in meaningful joint planning and partnership-building before implementation begins strengthens joint delivery of results, which then leverages investments made in eliminating violence against women and girls, as the close collaboration among UN agencies mitigated duplications in agencies' investments of both time and resources in building relationships with government and civil society.
- Leveraging a one UN interface - with the UN Resident Coordinator leading programme coordination with the European Union, government, and other key national stakeholders - streamlines communication and enables the Spotlight Initiative teams to pool their collective resources and efforts across agencies to more meaningfully support civil society partners and other stakeholders, as well as to enhance national capacities and ownership.

- Formal mechanisms to foster inter-agency collaboration are critical to avoid siloed approaches and adapt to UN Reform. Such mechanisms include regular meetings among recipient UN organizations, joint strategies and missions, joint visibility, and regular information sharing.
- Adapting administrative mechanisms to allow for inter-agency delivery, especially in an extraordinary situation that requires a fast response, remains a challenge for programmes. To accelerate implementation, many programmes are working to develop joint procurement practices, under the UN-wide Business Operations Strategy framework that include long-term agreements with suppliers from other recipient UN organizations.
- Clearly defined roles for the three functions of Spotlight Initiative programme management (coordination, technical coherence and recipient UN organization implementation) is essential for coordinated programming, so that there is no duplication of work by team members and each function is effectively covered. Developing shared standard operating procedures can help in this regard, so every agency and team member understands their role in ensuring coordination and implementing as a joined-up programme.

Coordination, communication, and harmonization

- UN Resident Coordinators play a critical role in creating a culture of collaboration among all recipient UN organizations and in implementing coordination mechanisms that further address information and communication gaps, ultimately resulting in higher-quality programming.
- Investing in open channels of communication among all the Spotlight Initiative's staff, the UN Resident Coordinator and the Heads of Spotlight Initiative's recipient UN organizations makes it easier to agree upon joint positions, messages and strategies and to interact as one United Nations with stakeholders. A group chat on WhatsApp, a shared online drive or other platforms are simple but effective ways to quickly share information and maintain coordination across agencies.
- Developing harmonized processes, templates, and platforms across recipient UN organizations, including joint standard operating procedures, not only enables programmes to establish strong internal practices in line with the UN Reform but also fosters greater inter-agency collaboration, knowledge sharing across Spotlight Initiative programmes, and more evidence-based programming for ending violence against women and girls.

Partnering with the European Union Delegation

- EU Delegations play a crucial role as advocates for the elimination of violence against women and girls, which enables the Spotlight Initiative to leverage the combined lessons learned and good practices of both the European Union and the United Nations, while building momentum around the collective effort.

- Engaging the EU Delegation in defining programme guidelines, protocols, and messages, as well as leveraging EU thematic expertise, helps ensure a coordinated approach in the countries of operation
- Issuing joint UN-EU communications, such as joint letters to UN Country Offices and EU Delegations in Spotlight Initiative countries, sets the tone for a close and well-coordinated UN-EU partnership at all levels and contributes to the visibility of the Spotlight Initiative as a joint multilateral undertaking.

Engaging civil society

- Establishing a shared, single platform for calls for proposals from civil society organizations facilitated increased engagement and participation from a broader range of civil society. Some programmes found that the One UN platform for calls for proposals allows civil society organizations to use a single application and template structure, rather than requiring potential civil society organization partners to learn different UN agency-specific application procedures.
- Civil society organization engagement can be further strengthened by building capacity on administrative and financial procedures, simplifying partner selection requirements and processes, increasing transparency, as well as ensuring that Recipient UN Organizations and grantees have a shared understanding of responsibilities and concepts.



CHAPTER 8:

Innovative, Promising, and Good Practices

This chapter describes global and programme level efforts toward fostering innovative, promising or good practices. Examples shared reflect adaptations of essential services during the COVID-19 pandemic, changing mindsets, attitudes and behaviours, engaging men and boys, elevating women's and girls' leadership, implementing coordination practices and joint operations, ensuring better informed programmes, and advancing the UN-EU partnership. Country and regional programme examples are then highlighted to deepen understanding of what is working and provide inspiration for other agencies and programmes working on similar issues.

8.1 Country and Regional Innovative, Promising and Good Practices: Technical

Two years into implementation, the Spotlight Initiative has cultivated a wealth of innovative and promising practices to advance efforts to eliminate violence against women and girls. Spotlight Initiative regional and country programmes across Africa, Latin America, the Caribbean, the Pacific, and Asia – including Central Asia and Afghanistan, and the Safe and Fair programme in ASEAN countries – have demonstrated that a comprehensive approach, aligned with the principles of *leave no one behind* and *do no harm*, to ending violence against women and girls works.

Jamaica

“It doesn’t matter the time of day or night; I will answer their calls.”

- Tian McDonald,
Mentor Mom



The following promising practices emerged in 2020, which are described in more detail in the subsections below:

- **Advancing remote, digital, or mobile provision of essential services for women and girls experiencing violence to bring services closer to clients, including marginalized groups.**
- **Scaling up attitude and behaviour change programmes across different countries and driving the evidence-base to catalyse transformative prevention efforts.**
- **Engaging men and boys, and influencers in communities including religious and traditional leaders to strategically transform social norms and to end violence against women and girls.**
- **Lifting up and supporting efforts at mobilizing youth voices and agendas for action to end violence against women and girls.**

8.1.1 Innovative and Promising Adaptations of Essential Services During COVID-19

The Spotlight Initiative's contributions became even more essential given the rise of violence against women during COVID-19. Spotlight Initiative programmes adapted to ensure that operations and rapid response services continued despite lockdowns. In this context, programmes advanced remote and mobile essential services for women and girl survivors of violence, including marginalized groups. Most programmes for survivors of violence against women and girls provided static one-stop centres providing legal aid, psychosocial and other relevant services to survivors under one roof. These one-stop centres are often available in hospitals or in police stations, and survivors need to travel to these centres to access these services. However due to the lockdown and movement restrictions in place in response to COVID 19, Spotlight Initiative programmes had to innovate.

CASE STUDY

Innovative and IT-Enabled Approaches Enhancing Access to Referral Systems in Uganda

The Spotlight Initiative expanded the use of innovative mobile applications and supported new ways of raising awareness to enable survivors' access to services at a time where public transport restrictions were pervasive. The Uganda Law Society developed the Interactive Voice Response (IVR) and PULIDAWO applications that were used by women and girls to access free legal counsel and referrals. **PULIDAWO** matches individuals with a potential legal claim to a lawyer in their vicinity while the Interactive Voice Response provides recorded information in multiple languages on violence against women and girls, referral and access to lawyers. More than **16,000 clients** accessed the PULIDAWO and Interactive Voice Response line services that provided referral to legal aid clinics and police for legal support across the country including access to information on violence against women and girls and other services. The Makerere University is also piloting and testing **the Centres4Her App** and **the Safe Bangle**, which links girls and women experiencing violence to services. The App increases access to reliable and confidential provision of post-violence services. Safe Bangle is a standalone customizable wearable offline safety device, developed and designed to alert guardians, loved ones, friends and close relatives of the user's experience of violence, attack or threat.

Many programmes converted large vehicles into one-stop clinics, bringing services closer to survivors. This also provided an opportunity to reach survivors in hard-to-reach areas who are often left behind. As a result, in **Zimbabwe** for example, over 5,862 survivors accessed services through mobile one-stop centres including shuttle services that provided alternate transportation for 3145 survivors of violence, women with disabilities and caretakers, enabling many to reach services during the early stages of the lockdown when mobility restrictions were in place. In **Belize**, the mobile women centres, which adopted a mobile brigade approach led by civil society organizations, provided individual services to women as well as information, contraceptive commodities and sexual and reproductive health family planning services.

Furthermore, some countries relied on digital technologies to make services remotely available and accessible. In **El Salvador**, remote services were provided through WhatsApp, phone calls, text messages, and online chats. More than 7000 calls were made, 103 WhatsApp groups were formed, and remote counselling services were provided. **Tajikistan** has developed an online tutorial for Red Crescent community volunteers that is accessible on mobile phones and provides critical information on outreach essentials and referrals to local service providers, reaching more than 596,000 people. Finally, in **Nigeria**, the Gender-Based Violence Virtual Referral and Response Service platform was rolled out for the first time, providing uninterrupted access to gender-based violence services during movement restrictions through established help lines, phone-based counselling, and direct referrals to relevant service providers when physical contact with a provider is required. This platform also supports survivor transfers to service delivery points and safe evacuation depending on need.

“The COVID-19 pandemic has made everything much more difficult for survivors of violence. They cannot easily make a call or even send a text message to hotlines because they are at home with their abuser all the time. We get many calls late at night or early in the morning while the abuser is sleeping. For this reason, we had to open the hotline number 24/7 so we don’t miss an urgent call for help. Support from the Safe and Fair programme was extremely timely as it meant we could hire more hotline operators like me for the night shift.”

- A hotline operator for a shelter that supports women and girls experiencing violence in Viet Nam

In Indonesia, the **Safe & Fair** programme launched a Protocol for Handling Cases of Gender-Based Violence and Trafficking of Women Migrant Workers during COVID-19 - the first of its kind among ASEAN nations. This protocol equipped service providers to better coordinate support to women, including women migrant workers, who have experienced violence and trafficking during the pandemic. The programme overcame both limited awareness on the urgency of maintaining access to quality services and gender insensitive attitudes by national stakeholders. Civil society organizations have already utilized the protocol to provide services and use standardized referral pathways without fear of virus transmission, and the protocol is currently being adapted to **Viet Nam**. Similarly, in the **Latin**

American Regional Programme, the Spotlight Initiative, in collaboration with the Inter-American Shelter Network (in Spanish Red Interamericana de Refugios), published a comprehensive study on shelters for survivors in the context of the pandemic as well as a practical manual that lays out the procedures to be implemented in shelters in times of COVID-19. This publication aims at strengthening the protocols, capacities, and resilience of the shelter sector in the region in the face of COVID-19.

Overall, the above examples illustrate how mobile and remote service provision, as new solutions designed by Spotlight Initiative teams in response to the challenges faced during COVID-19, can accelerate impact, with a potential to be adopted even beyond the COVID-19 context.

“[The centre is] a great help to women like me. We can get services by visiting the nurse or advice on legal matters which we often don’t get because it comes with a cost. I know the counselling helps so many women here. They feel good being able to talk to someone and get the advice they need. It gives me hope to push forward despite my problems — it gave me strength.”

- Domitilla Noh, who lives in a small village in Belize and accessed healthcare during the COVID-19 pandemic through a Spotlight Initiative-supported mobile women’s centre

8.1.2 Innovative and Promising Prevention Initiatives to Change Mindsets, Attitudes and Behaviours and Contribute to the Evidence-Base

Strong efforts in pioneering innovative prevention initiatives and scaling up initiatives that have been successful across diverse country contexts were made in 2020. For example, the Spotlight Initiative programmes in **Uganda** and **Haiti** have adopted the “Start, Awareness, Support, Action” (SASA!) methodology, a ground-breaking community mobilization approach that has been proven to reduce violence against women by exploring the balance of power in intimate partner relationships and in broader community dynamics. In the past, many prevention efforts, despite good intentions, focused on awareness raising without supporting community members through the stages of behaviour change. However, the SASA! methodology supports stakeholders from all levels of the community to participate in its four phases, and seeks to prevent violence by changing the attitudes and behaviours that perpetuate power imbalances in the relationships between men and women. In **Uganda**, the programme has successfully completed the SASA! Together Start Phase, which aims to foster personal reflection about power. Violence against women is now a public agenda item and people are talking about alternatives to violence in resolving marital conflicts. The community activists, leaders and service providers in the districts where SASA! is implemented report an increase in the number of reported cases because people are now recognizing violence, condemning it and holding perpetrators accountable. Similarly, women and girls’ leaders in **Haiti** are also being sensitized on the SASA! approach to lead longer-term education and mobilization processes in their communities on women’s and girls’ rights, non-violent education and positive masculinities.

In **Liberia**, research has shown that female genital mutilation has been practiced for generations not only due to culture but also for its economic gains. In its effort to eliminate harmful practices, the Spotlight Initiative programme consulted with the National Traditional Council of Chiefs and Elders and traditional leaders in the community to identify key economic interventions, such as climate-smart agriculture and business development skills that can provide alternate source of income for female genital mutilation practitioners. Coupled with continuous awareness-raising on the negative impacts of female genital mutilation, over 300 female genital mutilation traditional practitioners are benefitting from these initiatives. During the pandemic, the Initiative also provided motorbikes to the National Council of Chiefs and Elders of Liberia to facilitate monitoring of both the bush schools that are used for practising female genital mutilation and alternative economic interventions. This has increased their ownership of the fight against female genital mutilation. Based on the monitoring of this practice, a gradual abandonment of the female genital mutilation practice in communities has been observed. Further monitoring of the success of this innovative approach and validation by stakeholders will be critical.

The year 2020 was critical for Spotlight Initiative programmes in piloting evidence generation in prevention efforts as well. For instance, **the Latin America Regional Programme** made headway in rolling out an innovation evidence generation initiative on prevention in the region. The Spotlight Initiative, the first for the region, is mapping and systematically analysing violence against women and girls prevention programmes implemented in the last ten years, highlighting what works and what does not. It responds to the lack of documentation and analysis on prevention efforts, as well as limitations in monitoring and evaluation. This work is expected to contribute to strong public policies for the prevention of violence against women and girls and to advance the measurement of the transformation and changes in social norms through rigorous monitoring and evaluation frameworks across the region.

8.1.3 Innovative and Good Practices for Engaging Men and Boys as Champions: Transforming Masculinities and Partnering with Traditional and Religious Leaders to End Violence Against Women and Girls

The Spotlight Initiative recognizes that men and boys are essential to ending violence against women and girls. By openly recognizing men's violence against women and girls as a reality, and clearly stating this, men and boys can become agents of change. The Initiative is piloting innovative ways of engaging men and boys for the prevention of violence against women and girls and is building on practices that have demonstrated promising results already to continue contributing to the evidence-base and to adapt what has already been done so that it can be effective in diverse contexts. For example, **Papua New Guinea** is one of three countries in the world without any women Members of Parliament or Ministers. As such, as a promising practice, the Spotlight Initiative mobilized Members of Parliament to discuss men's violence against women and girls in a diverse multi-stakeholder summit with 750 people. The issue was deliberated on the Parliament floor on the same day, and led to the establishment of the first ever Coalition of Parliamentarians Against Gender-Based Violence. Multi-stakeholder summits have been held across many Spotlight Initiative programmes to bring a variety of stakeholders together in support of a common aim in the spirit of ensuring a whole-of-society approach to end violence against women and girls. Often, violence against women and girls is not explicitly stated as men's violence against

women and girls, and this promising practice from **Papua New Guinea** demonstrates the power of transparency when emphasizing that men are part of the solution. In Niamey, **Niger**, taxis are the main mode of public transport and are often used by women to escape abusive situations, though they can become harmful situations themselves when taxi drivers perpetrate violence. As part of the 16 Days of Activism to End Violence Against Women Campaign, the Spotlight Initiative supported 50 taxi drivers in an innovative effort to become ambassadors for the elimination of violence against women and girls. By wearing the campaign's orange scarves and T-shirts and by placing posters in their vehicles, they made a public commitment to preventing and responding to violence against women and girls and have learned how to connect women and girls who have experienced violence with the support that they need. Their commitment has been crucial in reaching women and girls and transforming taxis into safe spaces. This innovative practice is a new solution that directly engages with critical stakeholders as changemakers to end violence against women and girls in Niamey's public spaces. The **Latin America Regional Programme** is using context-specific and recent behavioural science findings to inform and develop cutting-edge communication campaigns and messaging to innovatively engage men and boys in prevention efforts.



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Furthermore, as custodians and gatekeepers of faith-based communities, engaging religious and traditional leaders in efforts to end violence against women and girls has been proven as a good practice as it has the power to reach men and boys in meaningful ways, and influence entire communities and networks to stand in solidarity with women and girls' right to live with integrity, freedom, and safety. The Initiative in **Uganda** has implemented a good practice through opening the national chapter of the Council of Traditional Leaders in Africa (COTLA), a pan-African movement of progressive traditional leaders that engages in advocacy, policy dialogue, and scale-up of efforts to transform cultural practices and social norms for the elimination of child marriage and female genital mutilation in Africa. COTLA has already demonstrated results elsewhere and the opening of this new chapter will spur impact in Uganda and can inspire wider adoption of this practice across the continent. Historically, cultural institutions have been seen as a problem in Uganda; the Spotlight Initiative instead recognizes and respects the rights of indigenous cultures and institutions as part of the solution. As such, cultural leaders from 14 cultural institutions committed to incorporating ending violence against women and girls into their institutional agendas.

CASE STUDY

Harnessing the Power of Artificial Intelligence to Transform Masculinities - A Promising Practice in El Salvador

In **El Salvador**, the Initiative has leveraged the promise of artificial intelligence to transform masculinities through engaging men and boys on Facebook with the online tool *Entre Nos Chatbot* ("between us", a Salvadoran phrase widely used in relationships of trust and friendship). The past few years have seen a rise in the use of technologies, including chatbots, to support prevention and response efforts for the elimination of violence against women and girls. Building on this existing work, as well as the success of previous interventions on existing social media platforms, *Entre Nos Chatbot* creates space for men, adolescents and youth to speak about their experiences with masculinity, relationships and inequality, as well as to open up about their emotions. The Chatbot supports youth in recognizing what violence looks like, and works to prevent violent behaviour from the user in both private and public spaces. Promoted by the Initiative and approved by the *Tejedores de Equidad* ("Table of Masculinities", a table of about 20 experts), *Entre Nos Chatbot* supports men and youth to understand healthier, more positive notions of masculinity - rather than putting the burden of prevention on women and girls. Within a month the tool had engaged in 10,933 interactions, and within five months, the network expanded to engage 235,178 male and 254,776 female Chatbot users. *Entre Nos Chatbot* aims to help youth, particularly young men, understand the need to eradicate violence against women and girls to improve the quality of life of everyone.

In the Pacific, churches have a critical role as they are key influencers and agents of transformation for communities, and there has been a recent paradigm shift where church leaders and theologians have made conscious efforts to decolonize harmful theology. Thus, the **Pacific Regional Programme** is partnering with the Pacific Conference of Churches to use a spiritual framework for the prevention of violence against women and girls, an innovative practice that enables churches to become safe spaces and communities for vulnerable populations. Using the influence of faith networks and innovative collaborative approaches to address the issue, the high rates of violence against women and girls and

abuse in Christian homes and communities is being recognized, and for the first time, Pacific Conference of Churches's Strategic Plan includes clear outcomes for religious leaders and faith communities to urgently address the high rates of violence against women and girls in the region. This practice has provided a new solution to accelerate the prevention of violence against women and girls in the **Pacific region** through creating innovative partnerships with new stakeholders to carry this work forward.

“Dialogue is the key to solve all problems. Violence cannot be a solution. We absolutely need to stop using violence within our homes and in public spaces. My engagement will not stop at the end of the 16 Days of Activism. I will continue being an active ambassador against violence against women and girls, within my own community and through the Spotlight Initiative Movement of Taxi Drivers of Niamey.”

- Mr. Abarchi, 33, is a taxi driver in Niamey who joined the Spotlight Initiative campaign for the 16 Days of Activism against Gender-Based Violence after attending awareness-raising sessions to increase taxi drivers' understanding of the causes and consequences of violence.

8.1.4 Promising and Good Practices for the Power of Young Women and Girls: Elevating the Leadership of Those Who Will Shape our Future

The Spotlight Initiative is at an inflection point – after two years of implementation, the Initiative is looking ahead to the future of ending violence against women and girls. Recognizing the critical role that young women and girls have as agents of change to shape a future free from violence, the Initiative has driven a range of innovative, promising and good practices to engage and foster the leadership of young women and girls.

These efforts are demonstrated by the Spotlight Initiative's **Africa Regional Programme**, which is creating space for young women and youth to mobilize for an end to harmful practices, particularly female genital mutilation and child marriage.

This promising practice, the Saleema Youth Victorious Ambassadors Programme (SYVA), brings together young women and girl activists and female genital mutilation survivors and places them at the heart of legal and political processes for the elimination of female genital mutilation in order to take ownership, create a new narrative, and generate scalable solutions. SYVA is a partnership between the African Union Commission and United Nations that predates the Spotlight Initiative, and is now being implemented under the framework of the **Africa Regional Programme**. Given the visibility it has already achieved at a grassroots level, it has the potential to contribute to fostering a women's movement. Two engaging high-level events have been convened, and SYVA has paved the way for the creation of podcasts and interviews linking Agenda 2063, the Sustainable Development Goals, and everyday life.

Additionally, a Youth Reference Group on Child Marriage has been created as another promising practice supported by the **Africa Regional Programme**. The Youth Reference Group aims to engage

youth at continental, regional and national levels to support local and grassroots actors to connect with policy and other decision-makers. The Youth Reference Group is expected to have a significant role in raising awareness, mobilizing support, and promoting social accountability for the prevention and elimination of child marriage. Though support to women's movements and youth engagement is not new, these promising practices are building on the evidence base that their centrality in decision-making processes is critical to effectively move violence against women and girls' efforts forward. These particular initiatives will be continuously refined to support wider adoption and upscaling in future.

In **Malawi**, the Spotlight Initiative is creating a cadre of young women equipped with the knowledge and skills to stand up for their sexual and reproductive health and rights, prevent sexual and gender-based violence, and challenge harmful attitudes and practices in their community. The Safe Space Mentorship Programme is a good practice that engages out-of-school adolescent girls and young women in weekly mentorship sessions, offering a supportive system within communities to challenge, report and make quality essential services accessible for survivors. Established in 2019, the programme has been proven to work well and produce results: the six-month mentorship curriculum has benefitted thousands of women and girls, and has led to the establishment of a protective network to actively combat violence against women and girls. This includes a platform where mentors and mentees engage with traditional leaders, service providers and other community-based decision makers for joint advocacy and to demand accountability from duty bearers. As a result, additional cases of child marriage were identified, and access to essential services for young women and adolescent girls expanded. Cases were linked to community psychosocial counsellors, and referred to safe spaces and other health service providers. There are plans to sustainably scale up these efforts as they feed into existing community youth peer groups and structures, are embraced by traditional leaders, and are seen as part of the referral pathways for survivors. The lessons from this scale-up can be used for wider adoption of the practice, while tailoring it to the specific needs of various contexts.

The **Safe and Fair programme** has been implementing promising practices to support the agency of youth and women migrant workers. Safe and Fair engaged with a civil society organization in Malaysia, *Project Liber8*, to implement a public campaign aimed at increasing knowledge and awareness, especially among youth, on women's labour migration and to elevate the contributions of women migrant workers to Malaysia. The public campaign, known as '[Advoc8 on the Road \(University Edition\)](#)', leverages the momentum of existing youth movements in Malaysia to engage youth at universities and colleges to advocate for the rights of women migrant workers. Recognizing that many of these youth may themselves employ women migrant workers in the future, the campaign aims to raise the collective consciousness of youth on the issue of violence against women migrant workers in the country. Empowering youth to be the protagonists of change, the campaign serves both to build youth's capacity and agency in advocating for change and to improve public attitudes towards women migrant workers. Building on the success of previous campaigns, this promising practice was uniquely adapted to address the issue in the Malaysian context and has proven successful in its single setting. With further research and replication, it can be adapted for future use in Malaysia and other countries in the region.

8.2 Country and Regional Innovative and Promising Practices: Implementation and Management

Since their inception, Spotlight Initiative programmes have fostered innovation and monitored promising and good practices related to operations and programme management in implementation. This work is particularly important to the Spotlight Initiative's role as a demonstration fund for UN Reform. In 2020, with the support of the Spotlight Initiative Secretariat, UN Resident Coordinators led country and regional programmes in implementing innovative and promising practices to improve coordination, streamline delivery and, ultimately, achieve more transformative results in the elimination of violence against women and girls.

8.2.1 Implementing Under UN Reform

The UN Resident Coordinator role

The Spotlight Initiative is a flagship programme for the UN Development System reforms. The role of the UN Resident Coordinator in coordination, leadership and accountability is a key performance indicator of the ability of the Fund to deliver as a true inter-agency initiative, beyond standard joint programming. In line with the Management and Accountability Framework of the UN Development and Resident Coordinator System, the impartial UN Resident Coordinator role is a cornerstone of adopting a new, more integrated way of working that allows for more impactful results in support of national governments' achievement of the Sustainable Development Goals. Across programmes, UN Resident Coordinators exercise oversight and accountability for the UN Sustainable Development Cooperation Framework (the UNSDCF, formerly the UNDAF).

At the programme-level, UN Resident Coordinators lead inter-agency teams to build and maintain innovative partnerships through a "one UN interface", whereby the UN Country Team engages with potential and existing partners as a joined-up team instead of as individual agencies. This integrated approach to partnerships ultimately leads to the type of high level of engagement with national stakeholders that is necessary to achieve long-term buy-in, as well as to more streamlined implementation with partners. In **Papua New Guinea**, for example, the UN Resident Coordinator represented the Spotlight Initiative at a high-level political meeting on gender-based violence, delivering key messages aimed at political leaders. In a historic move, 20 Members of Parliament signed a resolution to form a coalition against gender-based violence as a direct follow-up to the meeting. In **Uganda**, the UN Resident Coordinator exercised her coordination role and in liaison with the Ministry of Gender Labour and Community Development, facilitated UN agencies to re-allocate USD 860,828 as part of the COVID-19 response towards sustaining shelters for women and girls who experience gender-based violence that were facing closure when they were needed most during the pandemic. The UN Resident Coordinator also stepped in to help mitigate challenges with implementing partners to reduce duplication in response and data management systems, ensuring the strengthening of existing ones, and encouraging their regular participation in district-level coordination meetings. This was achieved by strengthening the role of UN Area Coordinators to exercise oversight and monitoring of implementing partners in Spotlight Initiative districts, facilitating work at the subnational level and resulting in better coordinated

programming. In the **Caribbean Regional Programme**, the UN Resident Coordinator of Barbados and the Organization of Eastern Caribbean States exercised leadership to establish the Regional Technical Advisory Group, whose purpose will be to bring together regional stakeholders to monitor progress against outcomes and to discuss programme strategy, particularly in terms of learning from country programmes in the region.



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UN Resident Coordinators also guide UN agencies in adopting joint delivery and operating methods, exercising oversight over the shift to working in the spirit of UN Reform. In **Africa** and **Latin America**, the UN Resident Coordinators were critical in guiding Spotlight Initiative programmes to rapidly accelerate implementation in order to reach the goals set out in Phase I. After a mid-2020 assessment of implementation rates in these two regions, the Secretariat held meetings with each UN Resident Coordinator to identify acceleration measures and secure their commitment to leading programmes forward. Current reporting data indicates that the active involvement of UN Resident Coordinators in monitoring implementation status and supporting teams to address bottlenecks resulted in higher implementation rates overall - an important indicator of progress in dedicating funding towards eliminating violence against women and girls.

Innovative coordination practices in service of UN Reform

In 2020, Spotlight Initiative programmes illustrated the UN Secretary General's vision of a new generation of UN Country Teams - teams that are equipped to achieve integrated and impactful results by implementing innovative practices to coordinate joint delivery on an ambitious theory of change. Spotlight Initiative teams took leadership over existing coordination mechanisms and created new ones in order to develop a more comprehensive matrix of inter-agency collaboration. For example, several teams convened inter-agency sub-committees that targeted coordination on specific elements of programming, such as technical coherence, individual Pillars or themes, or communications, in order

to facilitate more integrated coordination at the working level across the programme. Another common coordination practice was to plan joint trips to local- or district-level communities, which enabled teams to directly coordinate activities on the ground and to strengthen the visibility of the Spotlight Initiative among communities, particularly those which are traditionally hard to reach with national-level activities.

In **Malawi**, the Spotlight Initiative developed an innovative tool called the “Delivering as One (DaO) Accountability Framework” to exercise monitoring and oversight over progress in delivering as One UN, in line with UN Reform and the Delivering as One initiative (which predates UN Reform). The purpose of the framework is to harmonize the application of inter-agency approaches in order to ensure a comprehensive response to violence against women and girls, cohesive and therefore more impactful advocacy, increased efficiencies through cost savings and avoidance, and streamlined partnerships. The framework includes clearly defined milestones, targets and key performance indicators, which will allow the team to quickly identify bottlenecks, use a common reference point for tracking joint progress, and keep each other accountable across UN agencies.

In the **Latin America Regional Programme**, in the spirit of the UN Reform, a Technical Advisory Committee (CTA) has been put in place, which comprises the three Recipient UN Organizations of the Regional Programme and three associated agencies (ECLAC, IOM, and UNODC) as well as 13 regional experts, including former government officials, academics, representatives of civil society and the women’s and feminist movement from ten countries. The Technical Advisory Committee provides robust technical support to all the studies carried out under Pillar 1 (Legal and Policy Frameworks) and Pillar 5 (Data). This innovative collaboration provided solid and peer-reviewed evidence on a range of issues related to femicides in the region, thus contributing to filling a knowledge gap and providing resources for local and regional women’s right organizations, decision-makers, policymakers, and academics to strengthen existing programmes, legal instruments and policies, and contribute to political advocacy.

Throughout 2020, the Spotlight Initiative Secretariat worked to support teams in developing innovative coordination practices. In 2020, the Secretariat shared guidance documents and held learning sessions to share examples of integrated programming, ideas for consolidating back-office support, and mechanisms to implement joint operations and inter-agency coordination. Overall, programmes’ coordination practices have resulted in more cohesive, coherent, and collaborative programming that leverages the collective capacities of the UN system to eliminate violence against women and girls.

In 2020, the Secretariat also convened regular inter-agency meetings to offer a collective forum for agencies to advise on the development of the Spotlight Initiative, to share information and good practices, to problem-solve together, and to agree on unified messaging. Additionally, the Secretariat held meetings between the Deputy Secretary-General and Heads of Agencies to facilitate high-level joint decision-making. These meetings not only engaged the principal parties in course-correcting where necessary and in guiding the Initiative towards progress, but also fostered inter-agency dialogue across the UN system, which had a knock-on effect of strengthening coordination across agencies even beyond the Spotlight Initiative. At the last Heads of Agencies meeting in September 2020, the Principals agreed to send a strong signal to their respective Country Offices about the importance of working together and to take up coordination issues at their level in order to identify areas where the agencies can work faster and more efficiently.

In addition to Heads of Agencies meetings, the Secretariat organizes monthly meetings with agency focal points, which are another unique forum for inter-agency coordination that includes all Recipient UN organizations, not just the core agencies. These meetings allow for a less formal and more inclusive approach to joint work, building inter-agency cohesion and trust at headquarters-level while equipping agency focal points with the necessary information to support Spotlight Initiative agency staff at country level.

Joint operations for accelerated impact

The Spotlight Initiative applies a “function over agency” principle to its programming, pooling the capacity and expertise of UN agencies, and harmonizing internal procedures to facilitate inter-agency work. In 2020, programmes implemented joint processes, such as joint recruitment and procurement, which required a significant time investment, but ultimately reduced the burden of each agency’s individual administrative costs by allowing for greater economies of scale. In **Mexico**, four agencies successfully undertook a joint acquisition of health protection equipment for shelters that care for women and girls who are victims of violence, a process that allowed the programme as a whole to respond to the needs of women and girls in a more agile and timely way. Several programmes - including those in **Honduras**, **Malawi**, and **Mali** - chose to co-locate in a shared space, which facilitated internal cohesion, streamlined internal communication, and elevated the visibility of the Spotlight Initiative as an inter-agency effort.

Many other programmes worked towards joint processes by developing inter-agency tools and resources, such as standard operating procedures, technical notes, and terms of reference. By cooperating closely, agencies found greater managerial and operational efficiency, improved internal cohesion, and increased capacity to deliver with the Spotlight Initiative.

CASE STUDY

Creating Standard Operating Procedures in Trinidad & Tobago: A Case Study in Impactful Coordination

In 2020, the **Trinidad and Tobago** programme collectively produced standard operating procedures with the goal of facilitating joint technical coherence and coordination in the spirit of UN Reform. The team benefitted from lessons learned by Spotlight Initiative staff members from other programmes who had previously developed standard operating procedures, including those in **Jamaica**.

An unexpected result from this practice was that the process of discussing standard operating procedures itself engendered closer coordination within the team. In assessing opportunities for greater cooperation, the team experienced a deeper sense of cohesion and took advantage of the dedicated time to focus on coordination. The team also decided to pursue inter-agency missions to target communities and to implement a cohesive review of documentation by the technical coherence lead. Since then, the team has developed a Technical Coherence Matrix to guide UN agencies in performing a “pre-evaluation” of deliverables to ensure alignment across the programme with Spotlight Initiative objectives, principles, and guidelines, as well as UN standards and global conventions.

Beyond enhancing technical coherence and streamlining delivery, this matrix has offered an opportunity to promote the buy-in and meaningful engagement of implementing partners. Implementing joint processes will create a ripple effect in fostering deeper and more comprehensive coordination across all areas of the programme, both among the Spotlight Initiative team and with partners.

8.2.2 Leading Better Informed Programming by Facilitating Exchange

Across programmes and regions, the Spotlight Initiative has established a new model of coordination and knowledge exchange through innovative communities of practice, which serve to equip teams with the necessary knowledge to carry out high-quality, impactful activities. By centring cross-regional exchange, streamlining internal communication across UN offices by encouraging spontaneous and unstructured exchange, and depending on informal networks, these communities of practice represent a break from previous practice. In the context of COVID-19, these communities of practice have been fuelled by technology, as virtual modalities of interaction became necessary. Furthermore, by facilitating open access to collective resources and lessons learned, these communities of practice offer the potential for better informed programming, which leads to more impactful results.

In the **Caribbean**, Spotlight Initiative programmes have developed an innovative community of practice through voluntary participation from teams who exchange experiences and tools, problem-solve collectively, and offer mutual support as part of one community. This forum has contributed significantly to programme learning, especially on Spotlight Initiative processes and procedures in the context of UN Reform. The community of practice is, by design, non-formalized and without management costs, to ensure that the mechanism responds to true needs and does not add to burdensome processes. Similarly, the **Latin America Regional Programme** developed an innovative regional Community of Practice of Essential Services, aimed at fostering knowledge exchange and dialogue across countries. Through this platform, the Spotlight Initiative has also contributed to generating new evidence on violence against women and girls programming and provided technical guidance and capacity building support to a range of stakeholders, including service providers from the health, social, police and judicial sectors, to strengthen the violence against women and girls response services in the region.

Additionally, Spotlight Initiative programmes have worked to ensure well-informed programming by instituting innovative methods to quickly and efficiently share information across UN agencies and with programme partners. In 2020, reliable information-sharing tools became even more important in the context of COVID-19, and programmes were well placed to shift to remote work and virtual operations thanks to the information-sharing mechanisms already in place. By streamlining communicating and facilitating informal exchange, programmes were able to more quickly address challenges, resolve bottlenecks, and benefit from collective expertise, even while working remotely.

The Central Asia and Afghanistan Regional Programme established a Regional Open Coordination on Small Grants for Civil Society Organizations, a platform that convenes Recipient UN Organizations and Resident Coordinator Office staff members from around the region for informal consultations on grants and civil society partnerships. The objectives of this mechanism are to increase transparency and secure wide participation across the UN system. As the group does not have oversight or monitoring functions and does not make the final decisions on Spotlight Initiative grants or activities, the forum offers space for informal, independent, and constructive inputs on the grant selection process. Moreover, the group's diverse composition allows for a wealth of knowledge to inform decisions on applications, as participants are free to share their experiences with civil society organizations in the areas of sexual and gender-based violence, domestic violence, and gender equality. Consequently, this platform has enabled the Central Asia and Afghanistan Regional Programme to make better informed selections of

civil society partners. Through this group, the programme has also created a critical communication channel with the Gender Theme Groups in the region, resulting in improved coordination on small grants across the UN system even beyond the Spotlight Initiative.

8.2.3 Ensuring Common UN-EU Positions by Harnessing the Global Partnership

Through the Spotlight Initiative, the United Nations and European Union have strengthened the partnership and integrated coordination, with teams collaborating both at the working level and at the political level. The Spotlight Initiative Secretariat maintains regular communication with the EU Directorate-General for International Partnerships, with colleagues holding targeted meetings to coordinate on communications, the mid-term assessments, and other thematic areas of work, while the Executive Office of the Secretary-General engages with the European Union Directors, Director-Generals and Commissioner to ensure a common vision. This headquarters-level coordination serves to foster a deeply engrained sense of partnership and commitment to joint positions at programme level as well, while also advancing the agenda on eliminating violence against women and girls globally, regionally, and nationally.



©Samoa Family Health Association

The United Nations and European Union have harnessed this global partnership to streamline coordination and advocacy efforts in non-traditional ways. For example, the United Nations and European Union develop and issue joint letters and guidance to UN Resident Coordinators, EU Heads of Delegations, and other members of the two organizations. In 2020, such joint letters included the joint note on the start of programme implementation in the Caribbean, Central Asia, and the Pacific, which set the tone for coordinated programmes in these regions, and the joint note on the principles of the UN-EU partnership, which reiterated the guiding principles of the Spotlight Initiative to ensure continued commitment to the core elements of the Fund. These joint UN-EU communications illustrate a shift from the past way of working and contribute to the elevation of the Spotlight Initiative as a new kind of multilateral partnership. These joint letters also serve to ensure a common position between the United

Nations and the European Union, which allows for stronger advocacy for the elimination of violence against women and girls at both the global and programme levels.

In 2020, Spotlight Initiative teams built on this global partnership to advance the UN-EU partnership at programme level and to jointly advocate for the elimination of violence against women and girls. In **Jamaica**, the Spotlight Initiative took an innovative approach to coordinating on communications and visibility by establishing a joint task force that brings together all programme stakeholders, including UN agencies, the European Union, the Civil Society National Reference Group, and government partners. The task force has been able to achieve deep multi-partner coordination and has utilized virtual tools and knowledge-sharing platforms, which allowed for joint access and input on communications products. The task force has also engendered a sense of camaraderie across partners, which has been critical to maintaining a high quality of work and level of output even during the pandemic. A notable outcome of this innovative task force was the joint production of a Spotlight Initiative feature for a newsletter celebrating the 75th anniversary of the United Nations. The newsletter elevated the visibility of the Spotlight Initiative's impacts not only with the Government and broader UN system, but also with the extended donor community and even reached the Jamaican public.

CHAPTER 9:

Way Forward

As a model fund for UN Reform and the Sustainable Development Goals, the Spotlight Initiative shares responsibility for demonstrating proof of concept. This year, while challenging, has shown the power of working in unity and joined up coordination across stakeholders – within the United Nations, and with European Union, governments, and civil society in particular. The Initiative has also demonstrated the impact of meaningfully partnering with grassroots organizations, feminist and women's rights groups to end violence against women and girls.

This work is needed now more than ever, as the global pandemic reverses decades of progress on women's rights and ending violence against women and girls. The year 2020 was an unprecedented time of global crises. It was also one that required flexibility and adaptation to a new way of delivering programming. In this context, the Spotlight Initiative exemplified agility in shifting rapidly to support national government efforts to respond to COVID-19, particularly with regard to its impact on violence against women and girls. Moving forward, the Spotlight Initiative will build on its achievements in responding to the COVID-19 pandemic and advance its key priorities, aligned with its Theory of Change, to accelerate the implementation of the 2030 Agenda.

In 2021, the Spotlight Initiative will focus its attention on the following priority areas:

Supporting the latest generation of Spotlight Initiative programmes

In November 2020, the Operational Steering Committee approved two new Spotlight Initiative programmes in Ecuador and Afghanistan. The **Ecuador** programme launched efficiently, with accelerated recruitments and joint operational processes embraced from the onset, in the spirit of UN Reform, a lesson learned from previous programmes. The **Afghanistan** programme will require close monitoring throughout 2021 given the recent deterioration of the security situation to ensure a viable path for implementation. These new programmes, together with a few others that initiated implementation from July 2020, will benefit from the Spotlight Initiative Secretariat's experienced support to ensure they are able to pick up pace and fully embark on an accelerated implementation phase throughout 2021.

Mid-term assessment and Phase II

In 2021, programmes in **Africa** and **Latin America** will move to Phase II of the Spotlight Initiative, which involves additional funding to further consolidate progress made during Phase I and contribute efforts toward ensuring sustainability. Phase II will be informed by the results of a mid-term assessment, which was launched in 2020 and carried out in the first part of 2021. The initial findings from the mid-term assessment are very positive. Findings confirmed the validity of the Initiative's overall approach; the mid-term assessment also identified catalytic achievements and provided practical recommendations to further reinforce programmes' relevance, efficiency, effectiveness and sustainability. Programmes

in the Caribbean, the Pacific and Asia will start preparing for a transition to Phase II at the end of 2021, and will be included in the mid-term assessment research later in 2021.

After two years of programming, the Secretariat possesses the knowledge, experience, and resources to effectively support implementation - responding efficiently to common challenges across programmes, as well as programme-specific ones resulting from contextual shifts, in line with established innovative, promising, and good practices. The final results of the mid-term assessment, and the assessment's targeted recommendations, will further inform the Secretariat's efforts to guide programme teams towards more sustainable programming with greater impact.

Sustaining and expanding the investment

The full allocation of the European Union's initial investment was completed in 2020. With a proven effective model for ending violence against women and girls, what is needed is diversification of partnerships and scaling-up of investments. The Spotlight Initiative will seek to further ensure the sustainability of the European Union's initial investment by advocating for the broadening and extension of current programmes; the addition of new programmes; and the expansion of stakeholders and partners. The Secretariat will work closely with the European Union and the permanent missions of Spotlight Initiative implementing countries to identify opportunities for resource mobilization and expansion into new geographic areas. The Secretariat will also leverage the recently established Group of Friends for the Elimination of Violence Against Women and Girls to expand its advocacy efforts and build new, sustainable partnerships.



Knowledge generation and the Spotlight Initiative Global Platform

Implementation of the Spotlight Initiative in over 25 countries across five regions with a multiplicity of partners – from grassroots communities to governments at the highest levels – is generating a wealth of knowledge, lessons and good practices. The Spotlight Initiative Secretariat will work with the European Union and programme teams to deepen strategic knowledge management and capacity development efforts to support quality and evidence-based programming to eliminate violence against women and girls. Two years into implementation, the Spotlight Initiative is also uniquely placed to be modelled widely, to drive global advocacy and to build a coalition of stakeholders for maximized impact on the elimination of violence against women and girls. The United Nations and European Union will launch the Spotlight Initiative Global Platform in 2021, a virtual exchange and convening platform that would offer the combined power of a knowledge hub, a community of practice and an advocacy platform. The Global Platform will be grounded in the practical experience of the Spotlight Initiative's 34 programmes and, through a coalition of key actors, engage the wider global community in efforts to end violence against women and girls.

Contributing to the UN Reform

Tapping into the unique experiences of the Spotlight Initiative, the Secretariat will increasingly collate (or contribute to the collation of) good practices and lessons learned on UN Reform for other funds and Sustainable Development Goal programmes to draw upon. Through this, the Secretariat will also contribute to the wider business operations and efficiency agenda at the United Nations. Through stronger linkages with the UN Development Coordination Office, the Initiative will feed into ongoing work on new policies, tools and standards for a renewed collective approach.

Civil society engagement

Engagement with civil society will continue to deepen at both the strategic and implementation levels. The Spotlight Initiative's support to women's movements and civil society coalitions is unique, and teams will work to ensure that civil society, and particularly local and grassroots groups, as well as feminist and women's rights organizations, remain a prioritized and equal partner. In particular, the Secretariat is fully committed to finding innovative ways to increase core and flexible support to grassroots civil society organizations, to strengthen accountability to rights-holders and communities through participatory programmatic monitoring and via civil society-led independent shadow reports, and to constantly strive to overcome any barriers impeding the meaningful engagement and participation of civil society in Spotlight Initiative programming. Further efforts to leave no one behind and to genuinely engage grassroots and marginalized groups, centring their expertise and leadership, will also be a priority. This may include revisiting and streamlining or simplifying burdensome UN processes and requirements that often present barriers or exclude certain groups from partnering with the Initiative.

Public engagement

With national and regional launches mostly completed and with the anticipated barriers to organizing major in-person events due to pandemic restrictions, the Spotlight Initiative will continue its focus on reaching young people and new audiences via online platforms and social media influencers. The Spotlight Initiative will expand its network of cultural influencers and private-sector partners through the Culture Change Commitment. The Secretariat will also seek opportunities to better promote the Initiative's brand through the #WithHer campaign. Spotlight Initiative content will continue to be anchored on human-interest stories where women and girls frame the issues, the Initiative's actions and its impact in their communities in their own voice.

Ending violence against women and girls under COVID-19: the new normal

In the next few years, the Spotlight Initiative will need to contend with the continuation of the COVID-19 crisis as well as its regressive impact on women's rights and progress toward the Sustainable Development Goals. After nearly a year of adapting to, and programming in, this new context, the Spotlight Initiative will redouble its efforts to deliver on its mandate to eliminate violence against women and girls. Spotlight Initiative programmes will continue to leverage new possibilities with heightened public awareness of levels of violence against women and girls in order to engage in effective, sustainable and long-term prevention and social-norms change and to lobby governments to identify the elimination of violence against women and girls as a key national priority for both COVID-19 recovery and the collective achievement of the Sustainable Development Goals. The Spotlight Initiative will build on its initial achievements in responding to COVID-19 and utilize the lessons learned and innovative practices that have emerged in order to better prepare for future emergencies (and contribute to the existing knowledge base on how to adapt). Importantly, by supporting movement-building, the Spotlight Initiative will work tirelessly to ensure that the elimination of violence against women and girls is a central component of global efforts to "build back better."

Uganda

"I felt loved, I felt cared for. They gave me the courage and resilience to face my challenges."

- Nyantoro,
Refugee



Spotlight
Initiative



CHAPTER 10:












2020 Annual Financial Report

Consolidated Annual Financial Report of the Administrative Agent for the Spotlight Initiative Fund for the period 1 January to 31 December 2020




Multi-Partner Trust Fund Office, Bureau for Management Services, United Nations Development Programme

GATEWAY: <http://mptf.undp.org>

May 2021

| RECIPIENT UN ORGANIZATIONS | | | |
|---|---|--|--|
|  | International Labour Organization | The International Labor Organization (ILO) |  The United Nations Population Fund (UNFPA) |
|  | International Organization for Migration (IOM) | |  The United Nations High Commissioner for Refugees (UNHCR) |
|  | The Office of the United Nations High Commissioner for Human Rights (OHCHR) | |  The United Nations Children's Fund (UNICEF) |
|  | Pan American Health Organization (PAHO) | |  The United Nations Office on Drugs and Crime (UNODC) |
|  | The United Nations Development Programme (UNDP) | |  The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) |
|  | The United Nations Educational, Scientific and Cultural Organization (UNESCO) | | |

CONTRIBUTORS

| | | | |
|---|----------|--|----------------|
|  | ALBANIA |  | EUROPEAN UNION |
|  | PORTUGAL | | |

Definitions

Allocation

Amount approved by the Steering Committee for a project/programme.

Approved Project/Programme

A project/programme including budget, etc., that is approved by the Steering Committee for fund allocation purposes.

Contributor Commitment

Amount(s) committed by a donor to a Fund in a signed Standard Administrative Arrangement with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent. A commitment may be paid or pending payment.

Contributor Deposit

Cash deposit received by the MPTF Office for the Fund from a contributor in accordance with a signed Standard Administrative Arrangement.

Delivery Rate

The percentage of funds that have been utilized, calculated by comparing expenditures reported by a Recipient Organization against the 'net funded amount'.

Indirect Support Costs

A general cost that cannot be directly related to any particular programme or activity of the Recipient Organizations. UNDG policy establishes a fixed indirect cost rate of 7% of programmable costs.

Net Funded Amount

Amount transferred to a Recipient Organization less any refunds transferred back to the MPTF Office by a Recipient Organization.

Recipient Organization

A UN Organization or other inter-governmental Organization that is an implementing partner in a Fund, as represented by signing a Memorandum of Understanding (MOU) with the MPTF Office for a particular Fund.

Project Expenditure

The sum of expenses and/or expenditure reported by all Recipient Organizations for a Fund irrespective of which basis of accounting each Recipient Organization follows for donor reporting.

Project Financial Closure

A project or programme is considered financially closed when all financial obligations of an operationally completed project or programme have been settled, and no further financial charges may be incurred.

Project Operational Closure

A project or programme is considered operationally closed when all programmatic activities for which Recipient Organization(s) received funding have been completed.

Project Start Date

Date of transfer of first instalment from the MPTF Office to the Recipient Organization.

Total Approved Budget

This represents the cumulative amount of allocations approved by the Steering Committee.

US Dollar Amount

The financial data in the report is recorded in US Dollars and due to rounding off of numbers, the totals may not add up.

Introduction

This Consolidated Annual Financial Report of the Spotlight Initiative is prepared by the United Nations Development Programme (UNDP) Multi-Partner Trust Fund Office (MPTFO) in fulfillment of its obligations as Administrative Agent, as per the terms of Reference (TOR), the Memorandum of Understanding (MOU) signed between the United Nations and the UNDP MPTFO, the Standard Administrative Arrangement (SAA) signed with contributors and the Delegation Agreement with the European Union.

The MPTFO, as Administrative Agent, is responsible for concluding an MOU with the United Nations Recipient Organizations and Standard Contribution Agreements with contributors. It receives, administers and manages contributions, and disburses these funds to the Recipient Organizations. The Administrative Agent prepares and submits annual consolidated financial reports, as well as regular financial statements, for transmission to the Operational Steering Committee and the contributors.

This consolidated financial report covers the period **1 January to 31 December 2020** and provides financial data on progress made in the implementation of projects of the **Spotlight Initiative Fund**. It is posted on the [MPTF Office GATEWAY](#).

The financial data in the report is recorded in US Dollars and due to rounding off of numbers, the totals may not add up.

2020 Financial Performance

This chapter presents financial data and analysis of the **Spotlight Initiative Fund** using the pass-through funding modality as of 31 December **2020**. Financial information for this Fund is also available on the [MPTF Office GATEWAY](#).

1. Sources and Uses Of Funds

As of 31 December **2020**, **3** contributors deposited USD **355,860,426** in contributions and USD **1,819,265** was earned in interest.

The cumulative source of funds was USD **357,679,691** (see respectively, Tables 2 and 3).

Of this amount, USD **305,602,657** has been net funded to **11** Recipient Organizations, of which USD **120,611,421** has been reported as expenditure. The Administrative Agent fee has been charged on the Albania and Portugal contributions at the approved rate of 1% on deposits and amounts to USD **330**. Table 1 provides an overview of the overall sources, uses, and balance of the **Spotlight Initiative Fund** as of 31 December 2020.

Table 1. Financial Overview, as of 31 December 2020 (in US Dollars)

| | Annual 2019 | Annual 2020 | Cumulative |
|--|---------------------|---------------------|--------------------|
| Sources of Funds | | | |
| Contributions from donors | 60,458,517 | 148,798,779 | 355,860,426 |
| Fund Earned Interest and Investment Income | 980,845 | 410,506 | 1,819,265 |
| Interest Income received from Recipient Organizations | - | - | - |
| Refunds by Administrative Agent to Contributors | - | - | - |
| Fund balance transferred to another MDTF | - | - | - |
| Other Income | - | - | - |
| Total: Sources of Funds | 61,439,362 | 149,209,285 | 357,679,691 |
| Use of Funds | | | |
| Transfers to Recipient Organizations | 120,846,537 | 168,665,649 | 295,062,537 |
| Refunds received from Recipient Organizations | - | - | - |
| Net Funded Amount | 120,846,537 | 168,665,649 | 295,062,537 |
| Administrative Agent Fees | 50 | 280 | 330 |
| Direct Costs: (Steering Committee, Secretariat...etc.) | 7,073,244 | 427,913 | 10,540,119 |
| Bank Charges | 813 | 878 | 2,407 |
| Other Expenditures | - | - | 3,298,338 |
| Total: Uses of Funds | 127,920,644 | 169,094,719 | 308,903,732 |
| Change in Fund cash balance with Administrative Agent | (66,481,282) | (19,885,434) | 48,775,960 |
| Opening Fund balance (1 January) | 135,142,675 | 68,661,393 | - |
| Closing Fund balance (31 December) | 68,661,393 | 48,775,960 | 48,775,960 |
| Net Funded Amount (Includes Direct Cost) | 127,919,781 | 169,093,562 | 305,602,657 |
| Recipient Organizations' Expenditure (Includes Direct Cost) | 33,078,807 | 83,423,237 | 120,611,421 |
| Balance of Funds with Recipient Organizations | | | 184,991,236 |

2. Partner Contributions

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2020.

The **Spotlight Initiative Fund** is currently being financed by **3** contributors, as listed in the table below.

The table below includes commitments made up to 31 December 2020 through signed Standard Administrative Agreements, and deposits made through 2020. It does not include commitments that were made to the fund beyond 2020.

Table 2. Contributors' Commitments and Deposits, as of 31 December 2020 (in US Dollars)

| Contributors | Total Commitments | Prior Years as of 31-Dec-2019 Deposits | Current Year Jan-Dec-2020 Deposits | Total Deposits |
|--------------------|--------------------|--|--|--------------------|
| ALBANIA | 5,000 | 5,000 | - | 5,000 |
| EUROPEAN UNION | 516,315,696 | 207,056,647 | 148,770,807 | 355,827,454 |
| PORTUGAL | 27,972 | - | 27,972 | 27,972 |
| Grand Total | 516,348,668 | 207,061,647 | 148,798,779 | 355,860,426 |

3. Interest Earned

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent (Fund earned interest), and 2) on the balance of funds held by the Recipient Organizations (Agency earned interest) where their Financial Regulations and Rules allow return of interest to the AA.

As of 31 December 2020, Fund earned interest amounts to USD **1,819,265**.

Details are provided in the table below.

Table 3. Sources of Interest and Investment Income, as of 31 December 2020 (in US Dollars)

| Interest Earned | Prior Years as of 31-Dec-2019 | Current Year Jan-Dec-2020 | Total |
|--|----------------------------------|------------------------------|------------------|
| Administrative Agent | | | |
| Fund Earned Interest and Investment Income | 1,408,758 | 410,506 | 1,819,265 |
| Total: Fund Earned Interest | 1,408,758 | 410,506 | 1,819,265 |
| Recipient Organization | | | |
| Total: Agency earned interest | | | |
| Grand Total | 1,408,758 | 410,506 | 1,819,265 |

4. Allocation of Funds

Allocations to Recipient Organizations are approved by the Operational Steering Committee and disbursed by the Administrative Agent.

As of 31 December 2020, the AA has transferred USD **295,062,537** to **11** Recipient Organizations (see list below) for the programme implementation in countries selected by the Operational Steering Committee: 8 countries and 1 Regional Programme in Africa, 6 countries Programme and 1 Regional Programme in Latin America, 3 countries and 2 Regional Programmes in Asia, 6 countries and 1 Regional Programme in Caribbean, 4 countries and 1 Regional Programme in Pacific, 3 UN Women CSOs Regional and 3 CSO Country Programmes.

Direct cost transfers (Secretariat and AA) are reflected in the Section 6. Direct Costs.

Transfer by Region/Countries

Table 4.1 provides additional information on the approved amount and transferred amount per projects.

Table 4. Transfer, Refund, and Net Funded Amount by Recipient Organization, as of 31 December 2020 (in US Dollars)

| Recipient Organization | Prior Years as of 31-Dec-2019 | | | Current Year Jan-Dec-2020 | | | Total | | |
|------------------------|-------------------------------|---------|--------------------|---------------------------|---------|--------------------|--------------------|---------|--------------------|
| | Transfers | Refunds | Net Funded | Transfers | Refunds | Net Funded | Transfers | Refunds | Net Funded |
| ILO | 6,246,887 | | 6,246,887 | 4,370,710 | | 4,370,710 | 10,617,597 | | 10,617,597 |
| IOM | | | | 191,626 | | 191,626 | 191,626 | | 191,626 |
| OHCHR | 592,187 | | 592,187 | 815,018 | | 815,018 | 1,407,205 | | 1,407,205 |
| PAHO/WHO | | | | 300,015 | | 300,015 | 300,015 | | 300,015 |
| UNDP | 19,167,656 | | 19,167,656 | 32,683,131 | | 32,683,131 | 51,850,787 | | 51,850,787 |
| UNESCO | 1,160,953 | | 1,160,953 | 2,199,509 | | 2,199,509 | 3,360,462 | | 3,360,462 |
| UNFPA | 21,818,283 | | 21,818,283 | 42,745,174 | | 42,745,174 | 64,563,457 | | 64,563,457 |
| UNHCR | 1,136,457 | | 1,136,457 | 1,635,389 | | 1,635,389 | 2,771,846 | | 2,771,846 |
| UNICEF | 14,940,542 | | 14,940,542 | 31,163,315 | | 31,163,315 | 46,103,857 | | 46,103,857 |
| UNODC | 429,227 | | 429,227 | 801,062 | | 801,062 | 1,230,289 | | 1,230,289 |
| UNWOMEN | 60,904,696 | | 60,904,696 | 51,760,700 | | 51,760,700 | 112,665,396 | | 112,665,396 |
| Grand Total | 126,396,889 | | 126,396,889 | 168,665,649 | | 168,665,649 | 295,062,537 | | 295,062,537 |

Table 4.1 Approved and Transferred Amount by Region/Countries, as of 31 December 2020 (in US Dollars)

| Region / Project No | Project Title | Total Approved | Year Jan-Dec 2019 Transferred | Year Jan-Dec 2020 Transferred | Total Transferred |
|----------------------|--------------------------------|--------------------|-------------------------------|-------------------------------|--------------------|
| Africa | | | | | |
| 119124 | Africa Regional Programme | 25,620,000 | 0 | 6,000,000 | 6,000,000 |
| 112285 | Liberia Spotlight Programme | 15,844,000 | 6,496,041 | 9,226,829 | 15,844,000 |
| 111640 | Malawi Spotlight Programme | 20,000,000 | 8,200,000 | 11,628,425 | 20,000,000 |
| 111641 | Mali Spotlight Programme | 18,000,000 | 7,380,000 | 10,442,487 | 18,000,000 |
| 111642 | Mozambique Spotlight Programme | 20,000,000 | 8,200,000 | 11,619,872 | 20,000,000 |
| 111643 | Niger Spotlight Programme | 17,000,000 | 6,970,000 | 9,855,943 | 17,000,000 |
| 112286 | Nigeria Spotlight Programme | 25,000,000 | 10,250,000 | 14,570,067 | 25,000,000 |
| 117245 | SPOTLIGHT GRANTS UNTFEVAW - AF | 20,636,792 | 20,636,792 | 0 | 20,636,792 |
| 117247 | SPOTLIGHT GRANTS WPHF | 7,075,472 | 7,075,472 | 0 | 7,075,472 |
| 111644 | Uganda Spotlight Programme | 22,000,000 | 9,020,000 | 12,801,128 | 22,000,000 |
| 111645 | Zimbabwe Spotlight Programme | 21,000,000 | 8,610,000 | 12,309,536 | 21,000,000 |
| Africa: Total | | 212,176,264 | 92,838,305 | 98,454,287 | 192,556,264 |

| Region / Project No | Project Title | Total Approved | Year Jan-Dec 2019 Transferred | Year Jan-Dec 2020 Transferred | Total Transferred |
|-------------------------|--|-------------------|-------------------------------|-------------------------------|-------------------|
| Asia | | | | | |
| 119460 | Afghanistan Spotlight Programme | 16,500,000 | 0 | 4,950,000 | 4,950,000 |
| 119463 | Asia Spotlight Regional Programme | 4,248,584 | 0 | 1,499,604 | 1,499,604 |
| 119461 | Kyrgyzstan Spotlight Programme | 4,700,000 | 0 | 4,700,000 | 4,700,000 |
| 108309 | Safe and Fair | 29,370,587 | 6,597,855 | 6,462,673 | 16,775,666 |
| 123503 | SPOTLIGHT WPHF AFGHANISTAN | 2,000,000 | 0 | 700,000 | 700,000 |
| 119462 | Tajikistan Spotlight Programme | 4,900,000 | 0 | 1,960,000 | 1,960,000 |
| Asia: Total | | 61,719,171 | 6,597,855 | 20,272,277 | 30,585,270 |
| Caribbean | | | | | |
| 119130 | Belize Spotlight Programme | 2,475,000 | 0 | 990,000 | 990,000 |
| 119464 | Caribbean Spotlight Regional Programme | 9,552,830 | 0 | 3,821,132 | 3,821,132 |
| 119131 | Grenada Spotlight Programme | 1,650,000 | 0 | 660,000 | 660,000 |
| 119132 | Guyana Spotlight Programme | 3,700,000 | 0 | 1,480,000 | 1,480,000 |
| 119133 | Haiti Spotlight Programme | 9,900,000 | 0 | 3,959,999 | 3,959,999 |
| 119134 | Jamaica Spotlight Programme | 6,600,000 | 0 | 2,640,000 | 2,640,000 |
| 123504 | SPOTLIGHT WPHF HAITI | 2,000,000 | 0 | 700,000 | 700,000 |
| 119135 | Trinidad and Tobago Spotlight | 3,700,000 | 0 | 1,479,999 | 1,479,999 |
| Caribbean: Total | | 39,577,830 | 0 | 15,731,130 | 15,731,130 |

| Region / Project No | Project Title | Total Approved | Year Jan-Dec 2019 Transferred | Year Jan-Dec 2020 Transferred | Total Transferred |
|-----------------------------|--------------------------------------|--------------------|-------------------------------|-------------------------------|--------------------|
| Latin America | | | | | |
| 111637 | Argentina Spotlight Programme | 5,400,000 | 2,430,000 | 2,856,623 | 5,400,000 |
| 125139 | Ecuador Spotlight Programme | 2,900,000 | 0 | 1,160,001 | 1,160,001 |
| 112283 | El Salvador Spotlight Programme | 7,200,000 | 3,240,000 | 3,831,349 | 7,200,000 |
| 111638 | Guatemala Spotlight Programme | 5,400,001 | 2,430,000 | 0 | 2,497,496 |
| 112284 | Honduras Spotlight Programme | 7,200,000 | 3,240,000 | 3,890,945 | 7,200,000 |
| 116744 | Latin America Regional Programme | 3,500,000 | 1,575,000 | 1,925,000 | 3,500,000 |
| 111639 | Mexico Spotlight Programme | 6,300,000 | 2,834,999 | 3,272,037 | 6,300,000 |
| 117246 | SPOTLIGHT GRANTS UNTFEVAW - LA | 5,660,378 | 5,660,378 | 0 | 5,660,378 |
| Latin America: Total | | 43,560,379 | 21,410,377 | 16,935,955 | 38,917,875 |
| Pacific | | | | | |
| 119129 | Pacific Regional Programme | 7,077,830 | 0 | 1,650,000 | 1,650,000 |
| 119125 | Papua New Guinea Spotlight Programme | 15,680,000 | 0 | 6,272,000 | 6,272,000 |
| 119126 | Samoa Spotlight Programme | 2,900,000 | 0 | 2,900,000 | 2,900,000 |
| 123505 | SPOTLIGHT WPHF PNG | 2,000,000 | 0 | 1,500,000 | 1,500,000 |
| 119127 | Timor-Leste Spotlight Programme | 9,900,000 | 0 | 3,960,000 | 3,960,000 |
| 119128 | Vanuatu Spotlight Programme | 2,475,000 | 0 | 990,000 | 990,000 |
| Pacific: Total | | 40,032,830 | 0 | 17,272,000 | 17,272,000 |
| Grand Total | | 397,066,474 | 120,846,537 | 168,665,649 | 295,062,539 |

5. Expenditure and Financial Delivery Rates

All final expenditures reported for the year **2020** were submitted by the Headquarters of the Recipient Organizations. These were consolidated by the MPTF Office.

Project expenditures are incurred and monitored by each Recipient Organization and are reported as per the agreed upon categories for inter-agency harmonized reporting. The reported expenditures were submitted via the MPTF Office's online expenditure reporting tool. The **2020** expenditure data has been posted on the [MPTF Office GATEWAY](#).

5.1 Expenditure Reported by Region / Countries

As shown in table below, the cumulative net funded amount is USD **295,062,537** and cumulative expenditures reported by the Recipient Organizations amount to USD **111,819,304**. This equates to an overall Fund expenditure delivery rate of **38** per cent.

Tables 5.1 and 5.2 provide additional information on the transferred amounts, expenditures reported and the financial delivery rates by Region and RUNO.

Direct cost transferred amounts and expenditures reported (Secretariat and AA) are reflected in the Section 6. Direct Costs.

Table 5.1a Expenditure by Project within Region, as of 31 December 2020 (in US Dollars)

| Region / Project No. and Project Title | | Total Approved Amount | Total Transferred Amount | Total Expenditure | Delivery Rate % |
|--|--------------------------------|-----------------------|--------------------------|-------------------|-----------------|
| Africa | | | | | |
| 119124 | Africa Regional Programme | 25,620,000 | 6,000,000 | 499,064 | 8.32 |
| 112285 | Liberia Spotlight Programme | 15,844,000 | 15,844,000 | 6,572,279 | 41.48 |
| 111640 | Malawi Spotlight Programme | 20,000,000 | 20,000,000 | 7,624,426 | 38.12 |
| 111641 | Mali Spotlight Programme | 18,000,000 | 18,000,000 | 7,461,064 | 41.45 |
| 111642 | Mozambique Spotlight Programme | 20,000,000 | 20,000,000 | 9,893,726 | 49.47 |
| 111643 | Niger Spotlight Programme | 17,000,000 | 17,000,000 | 7,209,103 | 42.41 |
| 112286 | Nigeria Spotlight Programme | 25,000,000 | 25,000,000 | 10,109,806 | 40.44 |
| 117245 | SPOTLIGHT GRANTS UNTFEVAW - AF | 20,636,792 | 20,636,792 | 2,818,130 | 13.66 |
| 117247 | SPOTLIGHT GRANTS WPHF | 7,075,472 | 7,075,472 | 736,652 | 10.41 |
| 111644 | Uganda Spotlight Programme | 22,000,000 | 22,000,000 | 12,778,053 | 58.08 |
| 111645 | Zimbabwe Spotlight Programme | 21,000,000 | 21,000,000 | 8,166,161 | 38.89 |
| Africa: Total | | 212,176,264 | 192,556,264 | 73,868,464 | 38.36 |

| Region / Project No. and Project Title | | Total Approved Amount | Total Transferred Amount | Total Expenditure | Delivery Rate % |
|--|--|-----------------------|--------------------------|-------------------|-----------------|
| Asia | | | | | |
| 119460 | Afghanistan Spotlight Programme | 16,500,000 | 4,950,000 | 0 | 0.00 |
| 119463 | Asia Spotlight Regional Programme | 4,248,584 | 1,499,604 | 85,242 | 5.68 |
| 119461 | Kyrgyzstan Spotlight Programme | 4,700,000 | 4,700,000 | 878,852 | 18.70 |
| 108309 | Safe and Fair | 29,370,587 | 16,775,666 | 10,311,679 | 61.47 |
| 123503 | SPOTLIGHT WPHF AFGHANISTAN | 2,000,000 | 700,000 | 0 | 0.00 |
| 119462 | Tajikistan Spotlight Programme | 4,900,000 | 1,960,000 | 610,212 | 31.13 |
| Asia: Total | | 61,719,171 | 30,585,270 | 11,885,985 | 38.86 |
| Caribbean | | | | | |
| 119130 | Belize Spotlight Programme | 2,475,000 | 990,000 | 653,235 | 65.98 |
| 119464 | Caribbean Spotlight Regional Programme | 9,552,830 | 3,821,132 | 0 | 0.00 |
| 119131 | Grenada Spotlight Programme | 1,650,000 | 660,000 | 155,829 | 23.61 |
| 119132 | Guyana Spotlight Programme | 3,700,000 | 1,480,000 | 217,575 | 14.70 |
| 119133 | Haiti Spotlight Programme | 9,900,000 | 3,959,999 | 1,816,662 | 45.88 |
| 119134 | Jamaica Spotlight Programme | 6,600,000 | 2,640,000 | 903,668 | 34.23 |
| 123504 | SPOTLIGHT WPHF HAITI | 2,000,000 | 700,000 | 0 | 0.00 |
| 119135 | Trinidad and Tobago Spotlight | 3,700,000 | 1,479,999 | 578,084 | 39.06 |
| Caribbean: Total | | 39,577,830 | 15,731,130 | 4,325,052 | 27.49 |

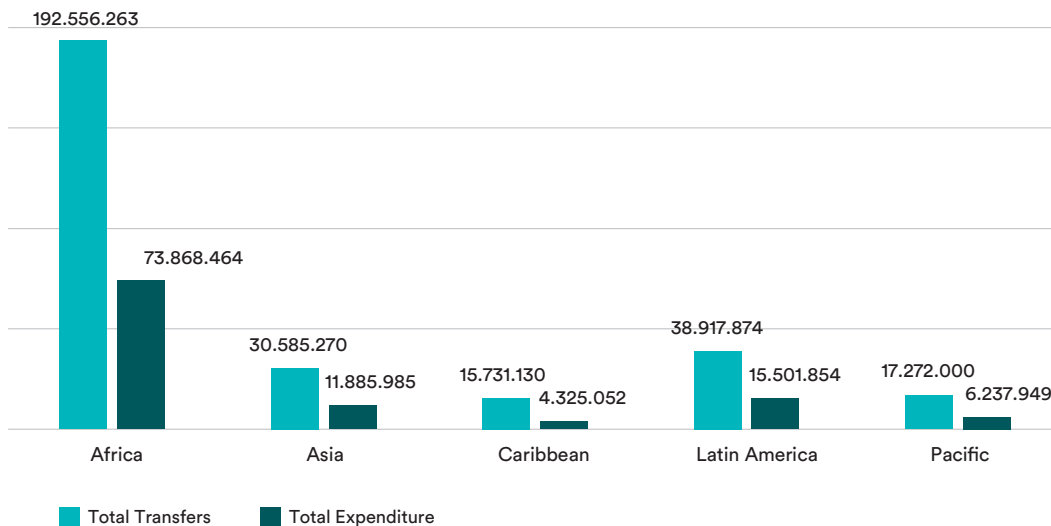
| Region / Project No. and Project Title | | Total Approved Amount | Total Transferred Amount | Total Expenditure | Delivery Rate % |
|--|--------------------------------------|-----------------------|--------------------------|--------------------|-----------------|
| Latin America | | | | | |
| 111637 | Argentina Spotlight Programme | 5,400,000 | 5,400,000 | 2,624,248 | 48.60 |
| 125139 | Ecuador Spotlight Programme | 2,900,000 | 1,160,001 | - | 0.00 |
| 112283 | El Salvador Spotlight Programme | 7,200,000 | 7,200,000 | 4,937,857 | 68.58 |
| 111638 | Guatemala Spotlight Programme | 5,400,001 | 2,497,496 | 20,390 | 0.82 |
| 112284 | Honduras Spotlight Programme | 7,200,000 | 7,200,000 | 3,376,642 | 46.90 |
| 116744 | Latin America Regional Programme | 3,500,000 | 3,500,000 | 1,062,646 | 30.36 |
| 111639 | Mexico Spotlight Programme | 6,300,000 | 6,300,000 | 2,544,236 | 40.38 |
| 117246 | SPOTLIGHT GRANTS UNTFEVAW - LA | 5,660,378 | 5,660,378 | 935,834 | 16.53 |
| Latin America: Total | | 43,560,379 | 38,917,875 | 15,501,854 | 39.83 |
| Pacific | | | | | |
| 119129 | Pacific Regional Programme | 7,077,830 | 1,650,000 | 808,921 | 49.03 |
| 119125 | Papua New Guinea Spotlight Programme | 15,680,000 | 6,272,000 | 2,980,355 | 47.52 |
| 119126 | Samoa Spotlight Programme | 2,900,000 | 2,900,000 | 687,074 | 23.69 |
| 123505 | SPOTLIGHT WPHF PNG | 2,000,000 | 1,500,000 | - | 0.00 |
| 119127 | Timor-Leste Spotlight Programme | 9,900,000 | 3,960,000 | 1,406,316 | 35.51 |
| 119128 | Vanuatu Spotlight Programme | 2,475,000 | 990,000 | 355,283 | 35.89 |
| Pacific: Total | | 40,032,830 | 17,272,000 | 6,237,949 | 36.12 |
| Grand Total | | 397,066,474 | 295,062,539 | 111,819,304 | 37.90 |

Table 5.1b Transferred Amount, Reported Expenditure, and Financial Delivery by Region and Recipient Organization, as of 31 December 2020 (in US Dollars)

| Region | Recipient Organization | Total Approved Amount | Transferred Amount | Total Expenditure | Delivery Rate % |
|-------------------------|------------------------|-----------------------|--------------------|-------------------|-----------------|
| Africa | | | | | |
| | ILO | 632,362 | 632,362 | 99,958 | 15.81 |
| | OHCHR | 1,026,387 | 1,026,387 | 308,833 | 30.09 |
| | UNDP | 34,343,663 | 32,719,183 | 14,369,434 | 43.92 |
| | UNESCO | 2,456,797 | 2,456,797 | 1,097,552 | 44.67 |
| | UNFPA | 54,929,955 | 46,793,962 | 21,635,948 | 46.24 |
| | UNHCR | 2,771,846 | 2,771,846 | 2,120,233 | 76.49 |
| | UNICEF | 41,645,860 | 34,430,988 | 13,614,110 | 39.54 |
| | UNWOMEN | 74,369,394 | 71,724,738 | 20,622,397 | 28.75 |
| Africa: Total | | 212,176,264 | 192,556,263 | 73,868,464 | 38.36 |
| Asia | | | | | |
| | ILO | 16,334,125 | 9,197,576 | 5,139,990 | 55.88 |
| | UNDP | 4,969,078 | 2,521,742 | 407,184 | 16.15 |
| | UNFPA | 7,608,633 | 3,071,606 | 386,705 | 12.59 |
| | UNICEF | 5,242,009 | 2,435,745 | 351,560 | 14.43 |
| | UNODC | 276,451 | 276,451 | 92,012 | 33.28 |
| | UNWOMEN | 27,288,874 | 13,082,149 | 5,508,533 | 42.11 |
| Asia: Total | | 61,719,171 | 30,585,270 | 11,885,985 | 38.86 |
| Caribbean | | | | | |
| | PAHO/WHO | 750,038 | 300,015 | 146,001 | 48.66 |
| | UNDP | 9,417,460 | 3,766,982 | 1,105,319 | 29.34 |
| | UNFPA | 7,887,159 | 3,154,863 | 1,179,472 | 37.39 |
| | UNICEF | 7,465,277 | 2,986,112 | 1176902.33 | 39.41 |
| | UNWOMEN | 14,057,896 | 5,523,158 | 717,358 | 12.99 |
| Caribbean: Total | | 39,577,830 | 15,731,130 | 4,325,052 | 27.49 |

| Region | Recipient Organization | Total Approved Amount | Transferred Amount | Total Expenditure | Delivery Rate % |
|-----------------------------|------------------------|-----------------------|--------------------|--------------------|-----------------|
| Latin America | | | | | |
| | ILO | 524,828 | 524,828 | 196,789 | 37.50 |
| | OHCHR | 380,818 | 380,818 | 182,315 | 47.87 |
| | UNDP | 10,155,048 | 8,900,884 | 3,614,895 | 40.61 |
| | UNESCO | 341,480 | 153,666 | 0 | 0.00 |
| | UNFPA | 8,834,716 | 7,847,092 | 3,656,374 | 46.60 |
| | UNICEF | 3,826,081 | 3,627,872 | 2,360,663 | 65.07 |
| | UNODC | 953,838 | 953,838 | 326,816 | 34.26 |
| | UNWOMEN | 18,543,570 | 16,528,876 | 5,164,001 | 31.24 |
| Latin America: Total | | 43,560,379 | 38,917,874 | 15,501,854 | 39.83 |
| Pacific | | | | | |
| | ILO | 657,076 | 262,831 | 121,041 | 46.05 |
| | IOM | 479,062 | 191,626 | 28,627 | 14.94 |
| | UNDP | 8,515,294 | 3,941,995 | 1,577,751 | 40.02 |
| | UNESCO | 749,999 | 749,999 | 299,423 | 39.92 |
| | UNFPA | 8,417,847 | 3,695,934 | 1,427,799 | 38.63 |
| | UNICEF | 6,278,582 | 2,623,140 | 1,088,981 | 41.51 |
| | UNWOMEN | 14,934,970 | 5,806,475 | 1,694,327 | 29.18 |
| Pacific: Total | | 40,032,830 | 17,272,000 | 6,237,949 | 36.12 |
| Grand Total | | 397,066,473 | 295,062,537 | 111,819,304 | 37.90 |

Figure 1: Transferred Amount and Reported Expenditure by Region (as of 31 December 2020)



5.2 Expenditure Reported by Category

Project expenditures are incurred and monitored by each Recipient Organization and are reported as per the agreed categories for inter-agency harmonized reporting. All expenditure incurred are reported in the eight categories. See tables below for the reported expenditure by Region.

2012 CEB Expense Categories

1. Staff and personnel costs
2. Supplies, commodities and materials
3. Equipment, vehicles, furniture and depreciation
4. Contractual services
5. Travel
6. Transfers and grants
7. General operating expenses

Indirect costs⁴⁸

⁴⁸ **Indirect Support Costs** charged by Recipient Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation. The percentage may therefore appear to exceed the 7% agreed-upon for on-going projects. Once projects are financially closed, this number is not to exceed 7%.

Table 5.2a Africa Expenditure by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| Category | Approved Amount | Total Expenditure reported | Percentage of Total Programme Cost |
|---|--------------------|----------------------------|------------------------------------|
| Staff and personnel costs | 18,880,033 | 8,483,516 | 12.29 |
| Supplies, commodities and materials | 7,270,804 | 2,773,844 | 4.02 |
| Equipment, vehicles, furniture and depreciation | 4,983,851 | 2,758,917 | 4.00 |
| Contractual Services | 35,285,173 | 9,609,772 | 13.92 |
| Travel | 12,940,624 | 2,906,903 | 4.21 |
| Transfers and Grants | 106,374,400 | 32,912,599 | 47.69 |
| General Operating | 12,560,688 | 9,566,208 | 13.86 |
| Programme Costs Total | 198,295,573 | 69,011,759 | 100 |
| Indirect Support Costs Total | 13,880,690 | 4,856,707 | 7.04 |
| Total⁴⁹ | 212,176,263 | 73,868,466 | |

Table 5.2b Asia Expenditure by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| Category | Approved Amount | Total Expenditure reported | Percentage of Total Programme Cost |
|---|-------------------|----------------------------|------------------------------------|
| Staff and personnel costs | 13,864,510 | 4,562,287 | 41.07 |
| Supplies, commodities and materials | 112,623 | 67,498 | 0.61 |
| Equipment, vehicles, furniture and depreciation | 377,071 | 99,860 | 0.90 |
| Contractual Services | 22,162,226 | 4,547,195 | 40.93 |
| Travel | 2,582,018 | 338,629 | 3.05 |
| Transfers and Grants | 15,665,990 | 296,396 | 2.67 |
| General Operating | 2,917,030 | 1,196,721 | 10.77 |
| Programme Costs Total | 57,681,468 | 11,108,586 | 100 |
| Indirect Support Costs Total | 4,037,703 | 777,398 | 7.00 |
| Total⁵⁰ | 61,719,171 | 11,885,984 | |

⁴⁹ Indirect Support Costs charged by Recipient Organization, based on their financial regulations, can be deducted upfront or at a later stage during implementation. The percentage may therefore appear to exceed the 7% agreed-upon for on-going projects. Once projects are financially closed, this number is not to exceed 7%.

⁵⁰ Ibid.

Table 5.2c Caribbean Expenditure by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| Category | Approved Amount | Total Expenditure reported | Percentage of Total Programme Cost |
|---|-------------------|----------------------------|------------------------------------|
| Staff and personnel costs | 5,031,089 | 527,183 | 13.04 |
| Supplies, commodities and materials | 829,703 | 86,519 | 2.14 |
| Equipment, vehicles, furniture and depreciation | 342,011 | 95,270 | 2.36 |
| Contractual Services | 8,697,301 | 1,171,051 | 28.97 |
| Travel | 2,292,849 | 42,897 | 1.06 |
| Transfers and Grants | 16,517,446 | 1,844,470 | 45.64 |
| General Operating | 3,278,227 | 274,360 | 6.79 |
| Programme Costs Total | 36,988,626 | 4,041,750 | 100 |
| Indirect Support Costs Total | 2,589,204 | 283,302 | 7.00 |
| Total⁵¹ | 39,577,830 | 4,325,052 | |

Table 5.2d Latin America Expenditure by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| Category | Approved Amount | Total Expenditure reported | Percentage of Total Programme Cost |
|---|-------------------|----------------------------|------------------------------------|
| Staff and personnel costs | 1,418,875 | 658,739 | 4.55 |
| Supplies, commodities and materials | 1,698,149 | 445,393 | 3.08 |
| Equipment, vehicles, furniture and depreciation | 925,508 | 510,434 | 3.53 |
| Contractual Services | 16,266,111 | 6,701,024 | 46.30 |
| Travel | 1,819,224 | 195,501 | 1.35 |
| Transfers and Grants | 16,013,501 | 4,528,782 | 31.29 |
| General Operating | 2,569,265 | 1,434,146 | 9.91 |
| Programme Costs Total | 40,710,633 | 14,474,019 | 100 |
| Indirect Support Costs Total | 2,849,744 | 1,027,833 | 7.10 |
| Total⁵² | 43,560,377 | 15,501,852 | |

⁵¹ Ibid.⁵² Ibid.

Table 5.2e Pacific Expenditure by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| Category | Approved Amount | Total Expenditure reported | Percentage of Total Programme Cost |
|---|-------------------|----------------------------|------------------------------------|
| Staff and personnel costs | 5,710,561 | 1,396,557 | 23.96 |
| Supplies, commodities and materials | 1,067,227 | 274,720 | 4.71 |
| Equipment, vehicles, furniture and depreciation | 85,450 | 79,402 | 1.36 |
| Contractual Services | 7,459,368 | 1,244,765 | 21.36 |
| Travel | 2,103,437 | 231,630 | 3.97 |
| Transfers and Grants | 19,275,804 | 1,608,690 | 27.60 |
| General Operating | 1,712,012 | 993,132 | 17.04 |
| Programme Costs Total | 37,413,859 | 5,828,896 | 100 |
| Indirect Support Costs Total | 2,618,970 | 409,053 | 7.02 |
| Total⁵³ | 40,032,829 | 6,237,949 | |

⁵³ Ibid.

6. Direct Costs

In the reporting period, direct costs transfers amounted to USD **427,913**. Cumulatively, as of 31 December 2020, the total of USD **13,838,457** has been transferred as Direct Costs, including USD **10,540,119** as Direct Costs for the Secretariat, and USD **3,298,338** for the Administrative Agent. Overall, USD **11,059,769** was reported in expenditure. This equates to an expenditure delivery rate of **80** per cent for the Direct Cost.

Table 6.1 Total Transferred and Expenditure of the Secretariat and Administrative Agent Direct Costs by RUNOs, as of 31 December 2020 (in US Dollars)

| Recipient Organization | Prior Years as of 31-Dec-2019 | | Current Year Jan-Dec-2020 | | Total | | Delivery Rate, % |
|------------------------|-------------------------------|------------------|---------------------------|------------------|-------------------|-------------------|------------------|
| | Transfers | Expenditure | Transfers | Expenditure | Transfers | Expenditure | |
| UNDP | 4,483,931 | 2,150,846 | | 1,035,111 | 4,483,931 | 3,185,958 | 71 |
| UNFPA | 65,190 | 63,408 | | | 65,190 | 63,408 | 97 |
| UNWOMEN | 5,563,086 | 2,998,160 | 427,913 | 2,544,592 | 5,990,999 | 5,542,752 | 93 |
| AA/UNDP | 3,298,338 | 1,184,051 | | 1,083,600 | 3,298,338 | 2,267,651 | 69 |
| Grand Total | 13,410,545 | 6,396,465 | 427,913 | 4,663,303 | 13,838,457 | 11,059,769 | 80 |

Table 6.2 Total Approved and Expenditure amount of the Secretariat and Administrative Agent by UNDG Budget Category, as of 31 December 2020 (in US Dollars)

| CATEGORY | Secretariat Management Unit | | Secretariat Technical Unit (incl. UNFPA) | | Administrative Agent | | TOTAL | |
|---|-----------------------------|----------------------|--|----------------------|----------------------|----------------------|-------------------|----------------------|
| | Amount Approved | Expenditure Reported | Amount Approved | Expenditure Reported | Amount Approved | Expenditure Reported | Amount Approved | Expenditure Reported |
| Staff and personnel costs | 5,883,840 | 2,088,596 | 6,217,377 | 3,293,595 | 3,835,268 | 1,835,288 | 15,936,485 | 7,217,479 |
| Supplies, commodities and materials | | | 426,632 | 24,209 | | | 426,632 | 24,209 |
| Equipment, vehicles, furniture and depreciation | 62,000 | 17,689 | 80,000 | 1,970 | | | 142,000 | 19,659 |
| Contractual Services | 362,243 | 331,127 | 665,173 | 664,254 | 210,000 | | 1,237,416 | 995,381 |
| Travel | 500,000 | 167,520 | 787,500 | 380,637 | 323,000 | 62,536 | 1,610,500 | 610,694 |
| Transfers and Grants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Operating | 1,195,362 | 372,597 | 751,886 | 874,737 | 478,524 | 221,475 | 2,425,772 | 1,468,810 |
| Total Direct costs | 8,003,445 | 2,977,530 | 8,928,568 | 5,239,402 | 4,846,792 | 2,119,300 | 21,778,805 | 10,336,232 |
| Indirect Costs Total | 560,241 | 208,428 | 625,000 | 366,758 | 215,779 | 148,351 | 1,524,516 | 723,537 |
| Total | 8,563,686 | 3,185,958 | 9,553,568 | 5,606,160 | 5,062,571 | 2,267,651 | 23,303,321 | 11,059,769 |

7. Accountability and Transparency

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the [MPTF Office Gateway](#). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office Gateway has become a standard setter for providing transparent and accountable trust fund administration services.

The Gateway provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Recipient Organizations, interest income and other expenses. In addition, the Gateway provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the Gateway collects and preserves important institutional knowledge and facilitates knowledge sharing and management among UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.

Annex 1 Expenditure by Project, grouped by Country, as of 31 December 2020 (in US Dollars)

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|--------------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Malawi | | | | | | |
| 111640 | Malawi Spotlight Programme | UNDP | 4,506,896 | 4,506,896 | 2,603,735 | 57.77 |
| | | UNFPA | 5,565,312 | 5,565,312 | 1,998,190 | 35.9 |
| | | UNICEF | 4,077,502 | 4,077,502 | 1,728,232 | 42.38 |
| | | UNWOMEN | 5,850,290 | 5,850,290 | 1,294,268 | 22.12 |
| Malawi Total | | | 20,000,000 | 20,000,000 | 7,624,425 | 38.12 |
| Mali | | | | | | |
| 111641 | Mali Spotlight Programme | UNDP | 2,302,646 | 2,302,646 | 1,178,137 | 51.16 |
| | | UNFPA | 6,800,496 | 6,800,496 | 2,873,461 | 42.25 |
| | | UNHCR | 910,987 | 910,987 | 374,611 | 41.12 |
| | | UNICEF | 4,172,489 | 4,172,489 | 1,655,627 | 39.68 |
| | | UNWOMEN | 3,813,382 | 3,813,382 | 1,379,228 | 36.17 |
| Mali Total | | | 18,000,000 | 18,000,000 | 7,461,064 | 41.45 |
| Mozambique | | | | | | |
| 111642 | Mozambique Spotlight Programme | UNDP | 3,916,817 | 3,916,817 | 2,873,386 | 73.36 |
| | | UNFPA | 6,232,153 | 6,232,153 | 2,959,077 | 47.48 |
| | | UNICEF | 3,812,322 | 3,812,322 | 1,730,985 | 45.4 |
| | | UNWOMEN | 6,038,708 | 6,038,708 | 2,330,279 | 38.59 |
| Mozambique Total | | | 20,000,000 | 20,000,000 | 9,893,727 | 49.47 |
| Niger | | | | | | |
| 111643 | Niger Spotlight Programme | UNDP | 4,048,345 | 4,048,345 | 928,131 | 22.93 |
| | | UNFPA | 5,651,624 | 5,651,624 | 3,346,497 | 59.21 |
| | | UNICEF | 4,410,485 | 4,410,485 | 1,984,252 | 44.99 |
| | | UNWOMEN | 2,889,546 | 2,889,546 | 950,224 | 32.88 |
| Niger Total | | | 17,000,000 | 17,000,000 | 7,209,104 | 42.41 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|------------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Uganda | | | | | | |
| 111644 | Uganda Spotlight Programme | UNDP | 5,260,270 | 5,260,270 | 2,483,947 | 47.22 |
| | | UNFPA | 4,987,971 | 4,987,971 | 2,797,395 | 56.08 |
| | | UNHCR | 1,860,859 | 1,860,859 | 1,745,622 | 93.81 |
| | | UNICEF | 3,566,973 | 3,566,973 | 2,042,769 | 57.27 |
| | | UNWOMEN | 6,323,927 | 6,323,927 | 3,708,320 | 58.64 |
| Uganda Total | | | 22,000,000 | 22,000,000 | 12,778,053 | 58.08 |
| Zimbabwe | | | | | | |
| 111645 | Zimbabwe Spotlight Programme | ILO | 632,362 | 632,362 | 99,958 | 15.81 |
| | | UNDP | 2,917,695 | 2,917,695 | 1,525,270 | 52.28 |
| | | UNESCO | 631,129 | 631,129 | 255,100 | 40.42 |
| | | UNFPA | 4,388,564 | 4,388,564 | 1,980,362 | 45.13 |
| | | UNICEF | 6,956,514 | 6,956,514 | 2,150,533 | 30.91 |
| | | UNWOMEN | 5,473,736 | 5,473,736 | 2,154,939 | 39.37 |
| Zimbabwe Total | | | 21,000,000 | 21,000,000 | 8,166,162 | 38.89 |
| Liberia | | | | | | |
| 112285 | Liberia Spotlight Programme | OHCHR | 1,026,387 | 1,026,387 | 308,833 | 30.09 |
| | | UNDP | 3,097,358 | 3,097,358 | 1,452,498 | 46.89 |
| | | UNFPA | 4,363,521 | 4,363,521 | 1,881,812 | 43.13 |
| | | UNICEF | 1,745,875 | 1,745,875 | 619,911 | 35.51 |
| | | UNWOMEN | 5,610,859 | 5,610,859 | 2,309,225 | 41.16 |
| Liberia Total | | | 15,844,000 | 15,844,000 | 6,572,279 | 41.48 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|---------------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Nigeria | | | | | | |
| 112286 | Nigeria Spotlight Programme | UNDP | 6,159,157 | 6,159,157 | 1,321,912 | 21.46 |
| | | UNESCO | 1,825,668 | 1,825,668 | 842,452 | 46.14 |
| | | UNFPA | 6,314,321 | 6,314,321 | 3,338,868 | 52.88 |
| | | UNICEF | 3,498,828 | 3,498,828 | 1,671,144 | 47.76 |
| | | UNWOMEN | 7,202,026 | 7,202,026 | 2,935,430 | 40.76 |
| Nigeria Total | | | 25,000,000 | 25,000,000 | 10,109,806 | 40.44 |
| Afghanistan | | | | | | |
| 119460 | Afghanistan Spotlight Programme | UNDP | 1,268,797 | 380,639 | 0 | 0 |
| | | UNFPA | 4,804,967 | 1,441,490 | 0 | 0 |
| | | UNICEF | 3,084,040 | 925,212 | 0 | 0 |
| | | UNWOMEN | 7,342,196 | 2,202,659 | 0 | 0 |
| Afghanistan Total | | | 16,500,000 | 4,950,000 | 0 | 0 |
| Kyrgyzstan | | | | | | |
| 119461 | Kyrgyzstan Spotlight Programme | UNDP | 1,181,114 | 1,181,114 | 175,440 | 14.85 |
| | | UNFPA | 901,529 | 901,529 | 204,853 | 22.72 |
| | | UNICEF | 1,078,910 | 1,078,910 | 230,581 | 21.37 |
| | | UNODC | 276,451 | 276,451 | 92,012 | 33.28 |
| | | UNWOMEN | 1,261,996 | 1,261,996 | 175,966 | 13.94 |
| Kyrgyzstan Total | | | 4,700,000 | 4,700,000 | 878,852 | 18.70 |
| Tajikistan | | | | | | |
| 119462 | Tajikistan Spotlight Programme | UNDP | 1,500,210 | 600,084 | 171,304 | 28.55 |
| | | UNFPA | 1,214,127 | 485,651 | 173,599 | 35.75 |
| | | UNICEF | 1,079,059 | 431,623 | 120,980 | 28.03 |
| | | UNWOMEN | 1,106,604 | 442,642 | 144,329 | 32.61 |
| Tajikistan Total | | | 4,900,000 | 1,960,000 | 610,212 | 31.13 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|-----------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Belize | | | | | | |
| 119130 | Belize Spotlight Programme | UNDP | 901,279 | 360,511 | 295,014 | 81.83 |
| | | UNFPA | 592,602 | 237,041 | 186,533 | 78.69 |
| | | UNICEF | 981,119 | 392,448 | 171,687 | 43.75 |
| Belize Total | | | 2,475,000 | 990,000 | 653,234 | 65.98 |
| Grenada | | | | | | |
| 119131 | Grenada Spotlight Programme | PAHO/WHO | 372,210 | 148,884 | 58,170 | 39.07 |
| | | UNDP | 363,523 | 145,409 | 13,415 | 9.23 |
| | | UNICEF | 206,479 | 82,592 | 18,913 | 22.9 |
| | | UNWOMEN | 707,788 | 283,115 | 65,331 | 23.08 |
| Grenada Total | | | 1,650,000 | 660,000 | 155,829 | 23.61 |
| Guyana | | | | | | |
| 119132 | Guyana Spotlight Programme | UNDP | 787,875 | 315,150 | 32,305 | 10.25 |
| | | UNFPA | 1,223,524 | 489,410 | 149,984 | 30.65 |
| | | UNICEF | 793,243 | 317,297 | 16,485 | 5.2 |
| | | UNWOMEN | 895,358 | 358,143 | 18,801 | 5.25 |
| Guyana Total | | | 3,700,000 | 1,480,000 | 217,575 | 14.70 |
| Haiti | | | | | | |
| 119133 | Haiti Spotlight Programme | UNDP | 2,777,156 | 1,110,862 | 266,941 | 24.03 |
| | | UNFPA | 2,115,931 | 846,372 | 515,887 | 60.95 |
| | | UNICEF | 1,934,775 | 773,910 | 591,796 | 76.47 |
| | | UNWOMEN | 3,072,138 | 1,228,855 | 442,038 | 35.97 |
| Haiti Total | | | 9,900,000 | 3,959,999 | 1,816,662 | 45.88 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|---|------------------------|-----------------|-------------------|-------------|-----------------|
| Jamaica | | | | | | |
| 119134 | Jamaica Spotlight Programme | UNDP | 1,585,915 | 634,366 | 290,149 | 45.74 |
| | | UNFPA | 1,565,796 | 626,318 | 169,435 | 27.05 |
| | | UNICEF | 1,644,055 | 657,622 | 346,856 | 52.74 |
| | | UNWOMEN | 1,804,234 | 721,694 | 97,229 | 13.47 |
| Jamaica Total | | | 6,600,000 | 2,640,000 | 903,669 | 34.23 |
| Trinidad and Tobago | | | | | | |
| 119135 | Trinidad and Tobago Spotlight Programme | PAHO/WHO | 377,828 | 151,131 | 87,831 | 58.12 |
| | | UNDP | 1,108,251 | 443,300 | 207,494 | 46.81 |
| | | UNFPA | 898,581 | 359,432 | 157,633 | 43.86 |
| | | UNICEF | 452,807 | 181,123 | 31,166 | 17.21 |
| | | UNWOMEN | 862,533 | 345,013 | 93,959 | 27.23 |
| Trinidad and Tobago Total | | | 3,700,000 | 1,479,999 | 578,083 | 39.06 |
| Argentina | | | | | | |
| 111637 | Argentina Spotlight Programme | ILO | 524,828 | 524,828 | 196,789 | 37.5 |
| | | UNDP | 1,729,421 | 1,729,421 | 821,454 | 47.5 |
| | | UNFPA | 1,526,201 | 1,526,201 | 909,472 | 59.59 |
| | | UNWOMEN | 1,619,550 | 1,619,550 | 696,533 | 43.01 |
| Argentina Total | | | 5,400,000 | 5,400,000 | 2,624,248 | 48.60 |
| Guatemala | | | | | | |
| 111638 | Guatemala Spotlight Programme | UNDP | 1,641,475 | 806,159 | 20,390 | 2.53 |
| | | UNESCO | 341,480 | 153,666 | | 0 |
| | | UNFPA | 1,034,140 | 465,363 | | 0 |
| | | UNICEF | 360,380 | 162,171 | | 0 |
| | | UNWOMEN | 2,022,526 | 910,137 | | 0 |
| Guatemala Total | | | 5,400,001 | 2,497,496 | 20,390 | 0.82 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|---------------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Mexico | | | | | | |
| 111639 | Mexico Spotlight Programme | OHCHR | 380,818 | 380,818 | 182,315 | 47.87 |
| | | UNDP | 741,447 | 741,447 | 421,790 | 56.89 |
| | | UNFPA | 1,475,705 | 1,475,705 | 495,279 | 33.56 |
| | | UNICEF | 717,027 | 717,027 | 215,249 | 30.02 |
| | | UNODC | 953,838 | 953,838 | 326,816 | 34.26 |
| | | UNWOMEN | 2,031,165 | 2,031,165 | 902,786 | 44.45 |
| Mexico Total | | | 6,300,000 | 6,300,000 | 2,544,235 | 40.38 |
| El Salvador | | | | | | |
| 112283 | El Salvador Spotlight Programme | UNDP | 2,246,458 | 2,246,458 | 1,188,641 | 52.91 |
| | | UNFPA | 1,580,809 | 1,580,809 | 1,096,875 | 69.39 |
| | | UNICEF | 1,570,299 | 1,570,299 | 1,294,941 | 82.46 |
| | | UNWOMEN | 1,802,434 | 1,802,434 | 1,357,400 | 75.31 |
| El Salvador Total | | | 7,200,000 | 7,200,000 | 4,937,857 | 68.58 |
| Honduras | | | | | | |
| 112284 | Honduras Spotlight Programme | UNDP | 2,030,773 | 2,030,773 | 944,964 | 46.53 |
| | | UNFPA | 1,452,387 | 1,452,387 | 749,185 | 51.58 |
| | | UNICEF | 1,178,375 | 1,178,375 | 850,472 | 72.17 |
| | | UNWOMEN | 2,538,465 | 2,538,465 | 832,021 | 32.78 |
| Honduras Total | | | 7,200,000 | 7,200,000 | 3,376,642 | 46.90 |
| Ecuador | | | | | | |
| 125139 | Ecuador Spotlight Programme | UNDP | 698,079 | 279,232 | | 0 |
| | | UNFPA | 698,079 | 279,232 | | 0 |
| | | UNWOMEN | 1,503,842 | 601,537 | | 0 |
| Ecuador Total | | | 2,900,000 | 1,160,001 | 0 | 0 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|--------------------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| Papua New Guinea | | | | | | |
| 119125 | Papua New Guinea Spotlight Programme | UNDP | 3,757,450 | 1,502,980 | 829,347 | 55.18 |
| | | UNFPA | 3,982,112 | 1,592,845 | 767,853 | 48.21 |
| | | UNICEF | 3,218,408 | 1,287,363 | 616,294 | 47.87 |
| | | UNWOMEN | 4,722,030 | 1,888,812 | 766,862 | 40.6 |
| Papua New Guinea Total | | | 15,680,000 | 6,272,000 | 2,980,356 | 47.52 |
| Samoa | | | | | | |
| 119126 | Samoa Spotlight Programme | UNDP | 893,130 | 893,130 | 236,085 | 26.43 |
| | | UNESCO | 749,999 | 749,999 | 299,423 | 39.92 |
| | | UNFPA | 547,992 | 547,992 | 25,435 | 4.64 |
| | | UNICEF | 186,180 | 186,180 | 207 | 0.11 |
| | | UNWOMEN | 522,699 | 522,699 | 125,924 | 24.09 |
| Samoa Total | | | 2,900,000 | 2,900,000 | 687,074 | 23.69 |
| Timor-Leste | | | | | | |
| 119127 | Timor-Leste Spotlight Programme | ILO | 657,076 | 262,831 | 121,041 | 46.05 |
| | | UNDP | 2,448,706 | 979,482 | 298,337 | 30.46 |
| | | UNFPA | 1,624,202 | 649,681 | 244,341 | 37.61 |
| | | UNICEF | 1,758,519 | 703,407 | 253,512 | 36.04 |
| | | UNWOMEN | 3,411,497 | 1,364,599 | 489,085 | 35.84 |
| Timor-Leste Total | | | 9,900,000 | 3,960,000 | 1,406,316 | 35.51 |
| Vanuatu | | | | | | |
| 119128 | Vanuatu Spotlight Programme | IOM | 288,491 | 115,397 | 22,207 | 19.24 |
| | | UNDP | 624,725 | 249,890 | 22,314 | 8.93 |
| | | UNFPA | 1,120,944 | 448,377 | 204,222 | 45.55 |
| | | UNICEF | 440,840 | 176,336 | 106,540 | 60.42 |
| Vanuatu Total | | | 2,475,000 | 990,000 | 355,283 | 35.89 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|--|------------------------|-----------------|-------------------|-------------|-----------------|
| United Nations | | | | | | |
| 108309 | Safe and Fair | ILO | 16,334,125 | 9,197,576 | 5,139,990 | 55.88 |
| | | UNWOMEN | 13,036,461 | 7,578,089 | 5,171,688 | 68.25 |
| 117245 | SPOTLIGHT GRANTS UNTFEVAW - AF | UNWOMEN | 20,636,792 | 20,636,792 | 2,818,130 | 13.66 |
| 117247 | SPOTLIGHT GRANTS WPHF | UNWOMEN | 7,075,472 | 7,075,472 | 736,652 | 10.41 |
| 117246 | SPOTLIGHT GRANTS UNTFEVAW - LA | UNWOMEN | 5,660,378 | 5,660,378 | 935,834 | 16.53 |
| 123505 | SPOTLIGHT WPHF PNG | UNWOMEN | 2,000,000 | 1,500,000 | | 0 |
| 123504 | SPOTLIGHT WPHF HAITI | UNWOMEN | 2,000,000 | 700,000 | | 0 |
| 123503 | SPOTLIGHT WPHF AFGHANISTAN | UNWOMEN | 2,000,000 | 700,000 | | 0 |
| 119129 | Pacific Regional Programme | IOM | 190,571 | 76,229 | 6,420 | 8.42 |
| | | UNDP | 791,283 | 316,513 | 191,669 | 60.56 |
| | | UNFPA | 1,142,597 | 457,039 | 185,947 | 40.69 |
| | | UNICEF | 674,635 | 269,854 | 112,429 | 41.66 |
| | | UNWOMEN | 4,278,744 | 530,365 | 312,456 | 58.91 |
| 116744 | Latin America Regional Programme | UNDP | 1,067,395 | 1,067,395 | 217,657 | 20.39 |
| | | UNFPA | 1,067,395 | 1,067,395 | 405,563 | 38 |
| | | UNWOMEN | 1,365,210 | 1,365,210 | 439,427 | 32.19 |
| 119464 | Caribbean Spotlight Regional Programme | UNDP | 1,893,461 | 757,384 | | 0 |
| | | UNFPA | 1,490,725 | 596,290 | | 0 |
| | | UNICEF | 1,452,799 | 581,120 | | 0 |
| | | UNWOMEN | 4,715,845 | 1,886,338 | | 0 |
| 119463 | Asia Spotlight Regional Programme | UNDP | 1,018,957 | 359,905 | 60,439 | 16.79 |
| | | UNFPA | 688,010 | 242,936 | 8,253 | 3.4 |
| | | UNWOMEN | 2,541,617 | 896,763 | 16,550 | 1.85 |

| Country / Project No. and Project Title | | Recipient Organization | Approved Amount | Net Funded Amount | Expenditure | Delivery Rate % |
|---|---------------------------|------------------------|-----------------|-------------------|-------------|-----------------|
| 119124 | Africa Regional Programme | UNDP | 2,134,479 | 510,000 | 2,417 | 0.47 |
| | | UNFPA | 10,625,993 | 2,490,000 | 460,287 | 18.49 |
| | | UNICEF | 9,404,872 | 2,190,000 | 30,658 | 1.4 |
| | | UNWOMEN | 3,454,656 | 810,000 | 5,702 | 0.7 |
| United Nations Total | | | 118,742,473 | 69,519,043 | 17,258,168 | 24.83 |
| Grand Total | | | 397,066,474 | 295,062,538 | 111,819,305 | 37.9 |

Annexes

Annex A: Global Results Framework

Annex B: Summaries of the 2020 Annual Programme Narrative Reports

Africa

1. Liberia Country Programme
2. Malawi Country Programme
3. Mali Country Programme
4. Mozambique Country Programme
5. Niger Country Programme
6. Nigeria Country Programme
7. Uganda Country Programme
8. Zimbabwe Country Programme
9. Africa Regional Programme

Latin America

10. Argentina Country Programme
11. Ecuador Country Programme
12. El Salvador Country Programme
13. Honduras Country Programme
14. Mexico Country Programme
15. Latin America Regional Programme

Asia

16. Afghanistan Country Programme
17. Kyrgyzstan Country Programme
18. Tajikistan Country Programme
19. Central Asia and Afghanistan Regional Programme
20. Safe and Fair Programme

Caribbean

- 21. Belize Country Programme
- 22. Grenada Country Programme
- 23. Guyana Country Programme
- 24. Haiti Country Programme
- 25. Jamaica Country Programme
- 26. Trinidad & Tobago Country Programme
- 27. Caribbean Regional Programme

Pacific

- 28. Papua New Guinea Country Programme
- 29. Samoa Country Programme
- 30. Timor-Leste Country Programme
- 31. Vanuatu Country Programme
- 32. Pacific Regional Programme

Civil Society Grant-Giving Programmes

- 33. United Nations Trust Fund to End Violence against Women – Grant-giving to Civil Society Organizations in Africa and Latin America
- 34. Women's Peace and Humanitarian Fund – Grant-giving to Civil Society Organizations in Africa, Afghanistan, Haiti and Papua New Guinea

Annex C: Civil Society Funding Analysis**Annex D: 2020 Media Coverage Report**