

COUNTRY PROGRAMME DOCUMENT

UGANDA

December 2018

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COUNTRY PROGRAMME DOCUMENT

<table>
<tr>
<td>Programme Title: Spotlight Initiative to Eliminate VAWG, including SGBV and HP, in Uganda</td>
<td>Recipient UN Organizations (RUNOs):
UN WOMEN, UNFPA, UNICEF, UNDP, UNHCR</td>
</tr>
<tr>
<td>Programme Contact:
Name and Title: Lily Adhiambo, Head of UN Resident Coordinator's Office
Address: UNDP Country Office Uganda, Plot 11 Yusuf
Lule Road, Kampala, Uganda
Telephone:
E-mail: lily.adhiambo@one.un.org</td>
<td>Programme Partner(s):
- EU
- Government
- Ministry of Gender Labour and Social Development
- Ministry of Finance
- Ministry of Health
- Ministry of Education and Sports
- Ministry of Local Government
- District Local Governments
- National Planning Authority
- Equal Opportunities Commission
- OHCHR
- IOM
- PULSE LAB (RCO), GOs, CSOs
- others</td>
</tr>
<tr>
<td>Programme Country: UGANDA</td>
<td>Programme Location (provinces or priority areas):
Amudat, Arua, Kampala, Kasese, Kitgum, Kyegegwa, Tororo</td>
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<tr>
<td>Programme Description:
The Uganda Spotlight Initiatives seeks to capitalize on existing programmes and interventions addressing VAWG, HP, and SRHR in Uganda, and falls in line with the objectives of the 2016-2020 UNDAF. The Initiative pilots new innovations and scales-up evidence-based models.

Making tangible progress on combatting VAWG/HP and promoting SRHR requires a whole of society approach. Spotlight recognizes that disparate and uncoordinated interventions with select groups hampers programme effectiveness, overall progress for women and girls, and the sustainability of the interventions. This will include bringing in non-traditional actors such as from the Private Sector; integrating the disparate and unsustainable protection, case management, and referrals mechanisms and data collection systems (VAW and VAC); targeting the most at risk populations and mentoring them into the women's movement and enhancing their voice and access to services; supporting the integration of VAWG/HP into SRHR and service delivery; and promoting the humanitarian-development nexus.</td>
<td>Total Cost of the Spotlight Country Programme (including estimated Unfunded Budget):
USD 42,449,024

Total Funded Cost of the Spotlight Country Programme (Spotlight Phase I[1] and UN Agency contribution: USD 23,108,417

Breakdown of Total Funded Cost by RUNO:
<table>
<tr><th>Name of RUNOs</th><th>Spotlight Phase I (USD)</th><th>UN Agency Contributions (USD)</th></tr>
<tr><td>UN WOMEN</td><td>6,323,927</td><td>183,445</td></tr>
<tr><td>UNFPA</td><td>4,987,971</td><td>122,928</td></tr>
<tr><td>UNICEF</td><td>3,566,973</td><td>359,810</td></tr>
<tr><td>UNDP</td><td>5,260,269</td><td>398,234</td></tr>
<tr><td>UNHCR</td><td>1,860,859</td><td>44,000</td></tr>
<tr><td>TOTAL</td><td>22,000,000</td><td>1,018,418</td></tr>
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[1] Funding from the Spotlight Initiative will be allocated by the Operational Steering Committee in two distinct phases: Phase I will entail allocating 70% of the funding envelope, Phase II will only be allocated depending on the Country Programme's overall needs and performance towards achieving results.

Spotlight will utilize two evidenced-based models that are proven in Uganda to reduce the prevalence of violence – one focusing on community mobilization and prevention (SASA!) and another on the justice system's response (IJM's Mentoring and Collaborative Casework), and both working to strengthen the capacity of subnational governments to fulfill their mandates to combat VAWG and HP. It is the first time that these two approaches (prevention and response) will be utilized together. It will use innovative Real-time Gender Perceptions Dashboard (PusleLab) to better understand and obtain rapid feedback on people's perceptions of VAWG/HP/SRHR-related topics.

Spotlight will target in and out of school youth, including through scaling-up the Good Schools Model to prevent and respond to VAC in schools; supporting the roll-out of the recently authorized Sexuality Education Framework to in and out of school youth; and utilizing relevant technologies to reach isolated youth (GetIn, U-Report).

The program was designed through a highly collaborative process with government, civil society partners, and other key actors. The continued involvement of these partners will be critical throughout implementation.

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect
Women	**2,378,777**	**9,367,090**
Girls	**1,327,891**	**10,422,410**
Men	**1,381,470**	**8,589,100**
Boys	**1,194,564**	**10,444,500**
TOTAL	**6,282,707**	**38,823,100**

See Outcome-Specific Estimates in Section II - Programme Strategy

Start Date: 1 January 2019

End Date: 31 December 2022

Total duration (in months): 48 months

Recipient UN Organization: UNFPA **Mr. Alain Sibenaler** *UNFPA Representative* *Signature* *Date & Seal*
Recipient UN Organization: UN Women **Dr. Maxine Houinato** *UN Women Country Representative* *Signature* *Date & Seal*
Recipient UN Organization: UNICEF **Dr. Doreen Mulenga** *UNICEF Representative* *Signature* *Date & Seal*
Recipient UN Organization: UNDP **Ms. Almaz Gebru** *UNDP Resident Representative AI* *Signature* *Date & Seal*
Recipient UN Organization: UNHCR **Mr. Joel Boutroue** *UNHCR Representative* *Signature* *Date & Seal*
UN Uganda **UN Resident Coordinator** **Ms. Rosa Malango** *Signature* *Date and Seal*
The UN Executive Office of the Secretary General: ***Ms. Amina J. Mohammed*** ***Signature:*** _____ ***Date*** _____

Government of Uganda

Representative: **Hon. Peace Mutuzo**
State Minister for Gender and Culture
Ministry of Gender, Labour and Social Development

Signature: _____

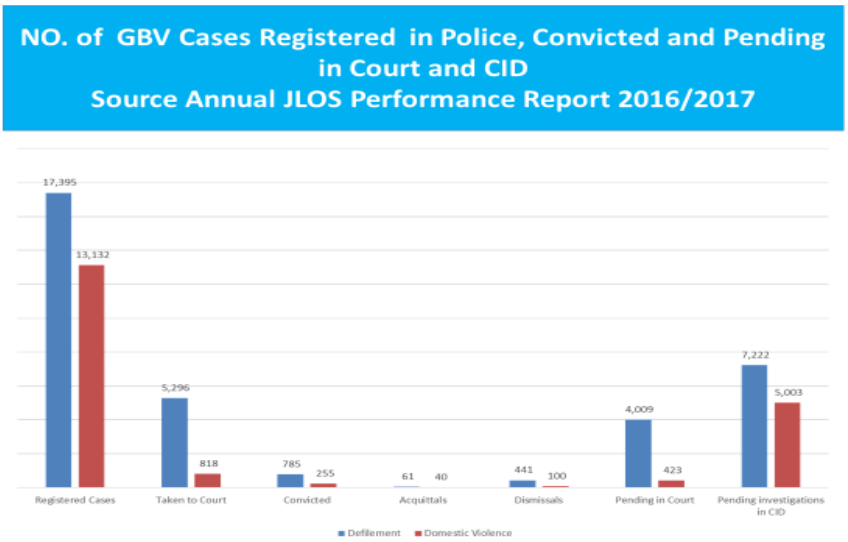
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Abbreviations and Acronyms

CFPU	Child and Family Protection Unit
CIS	Community Information System
CRP	Contraceptive Prevalence rate
CSEC	Commercial Sexual Exploitation of Children
CSO	Civil Society Organisations
DLG	District Local Government
DPP	Directorate of Public Prosecutions
DVA	Domestic Violence Act
EMIS	Education Management Information System
FGM	Female Gentile Mutilation
FP	Family Planning
GBV	Gender Based Violence
GEC	Gender Equity Certificate
GRB	Gender Responsive Budgeting
HMIS	Health Management Information System
HP	Harmful Practices
IMS	Information Management Systems
IMS	Information Management System
IPV	Intimate Partner Violence
JLOS	Justice Law and Order Sector
LC	Local Council
MDA	Ministries, Departments, and Agencies
MGLSD	Ministry of Gender Labour and Social Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning, and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
NDPII	National Development Plan, II
NGBVD	National Gender Based Violence Dashboard
NPA	National Planning Authority
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
SDG	Sustainable Development Goals
SOP	Standard Operating Procedures
SRHR	Sexual and Reproductive Health Rights
TIP	Trafficking in Persons
UBOS	Uganda Bureau of Statistics
UCHL	Uganda Child Helpline
UDHS	Uganda Demographic and Health Survey
UGP	Uganda Gender Policy
UPF	Uganda Police Force
VAC	Violence Against Children
VAW	Violence Against Women
VAWG	Violence Against Women and Girls

I. Situational analysis

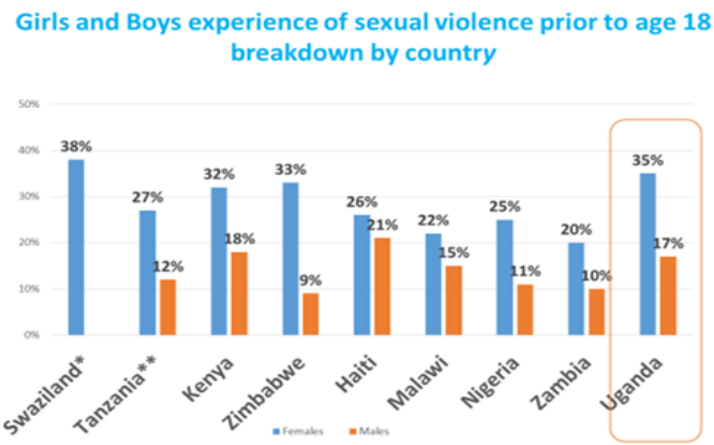
In Uganda, gender inequality and violence are manifested throughout the life cycle of women and girls, in countless ways, and are widely accepted as a normal part of what it is to be a woman or a girl. According to the 2016 UDHS, there have been overall improvements in indicators related to various forms of violence against women and girls. Despite this, serious challenges remain with 56% of women having experienced spousal violence and 22% sexual violence.[2] The figures for violence against children and are also high, with 59% of females and 68% of males reporting experiencing physical violence during childhood.[3]



Recent increases in violence in public spaces, including kidnappings, sexual violence and murders of women and girls, and cases of abuse emerging from educational institutions and workplaces, leave little room for complacency on these issues.[4] Economic violence and the denial of women's and girls' land and inheritance rights, including illegal deprivation of widow's and orphan's assets also remain rampant.[5] Harmful practices (HP) such as child/early marriage and female genital mutilation (FGM) still prevail in some parts of Uganda. For example, over 15% of ever-married women (aged 20-49 years) were married by the age of 15, and 49% by the age of 18. (UNICEF).

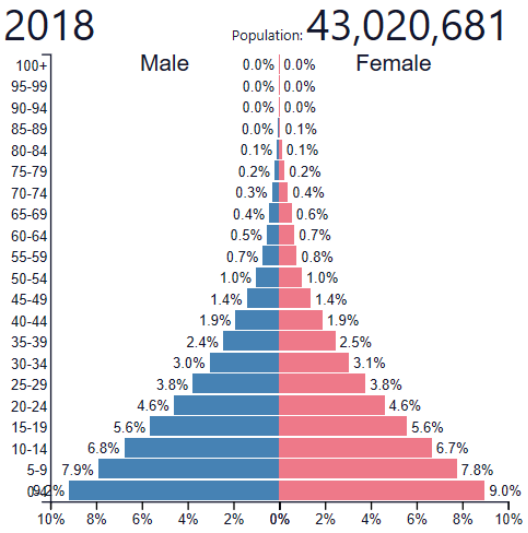
Prevalence of violence against children – including sexual violence and GBV – remain high in many spheres, including homes, schools and communities. New evidence has revealed the widespread nature of VAW and violence against children (VAC) in Uganda. The Violence Against Children Survey (2015) found that 35% of girls and 17% of boys had experienced sexual violence.[6] This evidence reinforces the imperative of addressing sexual violence against children and girls as a public policy priority.

[2] Uganda Demographic and Health Survey (2016).
[3] Uganda Violence Against Children Survey (2015).
[4] What's more, survivors are often re-traumatized or even re-victimized if attempting to seek essential services or to report and prosecute their assailant, and many times lack meaningful social and legal protection from local government or the justice system.
[5] *See, e.g.,* International Justice Mission. 2014. Property Grabbing from Ugandan Widows and the Justice System Response. Kampala, Uganda and Washington DC. USA. (finding that over 30% of widows are illegally deprived of land or property after the death of their spouse).
[6] Ministry of Gender, Labour and Social Development. Violence against Children in Uganda: Findings from a National Survey, 2015. Kampala, Uganda: UNICEF, 2015. The 2018 study reported that among girls who suffered sexual abuse during their childhood, the most common perpetrators of first incident of sexual abuse were: a neighbour (27.9%), a stranger (20.4%) or intimate friend (20%) while for boys, were friends (34%), classmate/ schoolmate (23%) and neighbour (23.4%).



Source: VACS presentation to GOU by Center for Disease Control and Prevention-CDC, 2016)

Uganda's population continues to grow at a rapid rate (3.02%), with high total fertility. With 50% of the population under the age of 15 and the burden of care experienced by women and girls, which continues to keep them away from attending schools, young girls experience a range of unique deficits.



Source: Population Pyramids of the World from 1950 to 2100)

While VAWG and HP cuts across all ages, economic, geographical and cultural spheres, particular groups of women and girls are particularly at-risk due to intersecting forms of discrimination and vulnerability. In Uganda, those women and girls that are most at-risk of being left behind are those also exposed to poverty, lack of education, distance/remoteness from government services and protection systems, marital or parental status (widows and orphans), refugees, adolescent girls and youth, persons with disabilities or living with HIV/AIDS.

For example:

- **Adolescent Girls**: Adolescent girls in Uganda are more likely to be poor, miss out on school and are at a greater risk of contracting HIV.[7] Of Ugandans ages 13-17 years, one in four girls (25%) and one in ten boys (11%) reported sexual violence in 2015.[8] Nearly a quarter (25%) of

[7] UNICEF: Situation Analysis of Children in Uganda, 2015
[8] Government of Uganda: Violence Against Children Survey (VACS) Report, 2018

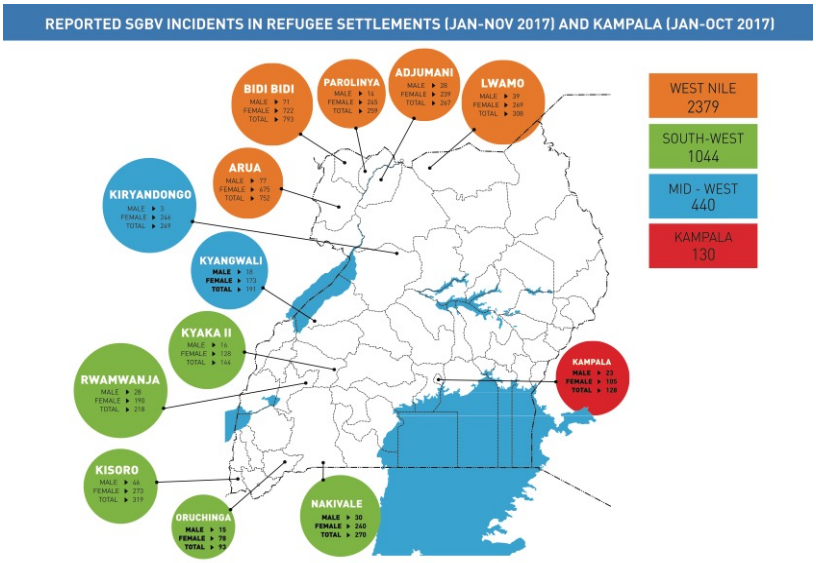
teenage girls in Uganda become pregnant.[9] Teenagers in rural areas are more likely to have started child bearing than those in urban areas (27% compared to 19%).[10] The intersection with poverty and lack of access to education is the greatest risk to violence against adolescent girls, particularly in rural areas. Representing 34% of the population, forty-five percent of adolescent girls have no education and they form the poorest fifth of the population.[11] One in six (15%) of 18-24-year-old females reported exchanging sex for material support.[12] Estimates indicate that a disproportionate 25% of new HIV infections occurred among adolescent girls in 2015, even though they represent only 17% of the adult population (UNAIDS, 2016). Women with a history of childhood sexual abuse were more likely to have multiple sexual partners and low on condom use.[13]

- **Women and Girls with Disabilities:** According to available data,[14] approximately 16% of Ugandans have disabilities – the largest percentage of which are from Northern Uganda. During the fighting, many women lost the use of limbs from landmines or gunshot wounds, were mutilated by rebels, sustained injuries in fires, or were never vaccinated for disabling illnesses such as polio. They are often subject to social stigma and sexual violence and denied access to justice. They have specific needs for reproductive and maternal health care that are rarely met.[15] Only about 9% of children with disabilities of school going age attend primary school, and only 6% continue studying in secondary schools.[16] Discriminatory attitudes remain a major barrier to the full inclusion of women with disabilities into society. Women with disabilities are particularly at-risk of sexual and gender-based violence because of social exclusion, limited mobility, lack of support structures, communication barriers, and social perceptions that they are weak, stupid, or asexual.[17] Often, women with disabilities find themselves trapped in abusive relationships because they are financially and socially dependent on their partners and families for survival.
- **Orphans and Widows:** Owing to the high levels of mortality from HIV, malaria and other preventable diseases as well as years of conflict, there are significant number of orphans and widows in Uganda. According to the 2016 Uganda Census report, 2.5 million children are orphans, of which 1.2 million are due to HIV/AIDS. Orphaned children face significant challenges related to abuse (physical, emotional and sexual). Orphans in Uganda are primarily taken care of by extended family, but the resilience of this traditional society safety net is eroding and giving rise to extremely vulnerable categories of orphans – such as street children, child-headed and grandmother-headed households – who are exposed to various forms of abuse and discrimination.[18] Widows and orphans are routinely denied land and inheritance rights. Women in Uganda generally do not enjoy ownership rights to the land on which they live. Instead, they frequently possess no more than "user" rights (as in cultivating it for crop production). By law, widows are also permitted to stay in the matrimonial home until they remarry or die. However, in many cases, Ugandan women are unable to exercise these formal rights because of poverty, unfamiliarity with the law, general lack of access to the justice system, and the force of customary law.
- **Women living with HIV:** Being HIV-positive increases a woman's risk of violence.[19] Women usually learn of their status earlier than men due to more frequent interactions with healthcare and testing. This discovery often results in women being blamed and punished by their partners

[9] UDHS, 2016
[10] UNICEF: Situation Analysis of Children in Uganda, 2015
[11] UNICEF: Situation Analysis of Children in Uganda, 2015
[12] VACS Report, 2018
[13] Chiang L, Chen J, Gladden M, Mercy J, Kwesigabo G, et al. "HIV and Childhood Sexual Violence: Implications for Sexual Risk Behaviors and HIV Testing in Tanzania." AIDS Education and Prevention 27(5) (2015).
[14] Uganda Census Report, 2016
[15] Human Rights Watch, Discrimination and Violence against Women with Disabilities in Northern Uganda, 2010.
[16] Government of Uganda: Situation Analysis on the Rights of Children with disabilities, 2014
[17] Human Rights Watch, 2010, ibid
[18] MoGLSD: National Strategic Program Plan of Intervention for Orphans and Other Vulnerable categories
[19] Seelinger

for "bringing HIV into the relationship."[20] A woman discovered to be HIV-positive may face physical violence, stigmatization and social rejection, and property violations. Stigmatization of HIV/AIDS can result in a variety of challenges for an HIV-positive person in Uganda. A 2001 report by UNAIDS described forms of stigmatization and discrimination emanating from all levels of Ugandan society - from the micro-unit of family, to the broader realms of community, workplace, and religious institutions. Where a woman has been blamed for "bringing HIV" into the home, she may be cast out of the matrimonial home and be forced to either return to her parents' home or become destitute.

- **Refugee Women and Girls**: Recent years have also seen a rapid influx of refugees from neighbouring countries.[21] Uganda is currently the largest refugee hosting country in Africa, 82% of whom are women and children. This, coupled with a number of factors associated with displacement, continues to contribute to a very high incidence of SGBV among refugees. In 2017, over 5000 new cases of SGBV were reported and responded to in the refugee settlements. In the first eight months of 2018, there have been an additional 4000 incidents. Refugee women and girls are disproportionately affected by VAWG/HP due to multiple and intersecting forms of discrimination and vulnerability. For example, SGBV is systematically employed as a weapon of war and has been widely documented in ongoing regional conflicts, most notably in the Democratic Republic of the Congo and South Sudan.



The 'Leave No One Behind' principle is a central promise of the Sustainable Development Goals and hence a priority for the Uganda Spotlight programme.

A. Legislative and Policy Framework

Uganda has signed and ratified numerous international and regional human rights instruments, with explicit provisions for gender equality and women's empowerment, and recognise violence against women and children (VAWC) as a form of discrimination. Furthermore, the human rights normative framework provides legal safeguards obliging States to respect, protect, and fulfil the right to the highest attainable standard of sexual and reproductive health (SRHR). Addressing gender inequality, VAWC and HP, and women's access to SRHR are integrated in Uganda's Vision 2040, the National Development Plan (NDPII), the UNDAF, and the Settlement Transformation Agenda (STA) – the Government's framework on integration of refugees into NDPII.

Uganda formulated her first Gender Policy (UGP) in 1997. In 2017, the UGP was revised and an Action Plan developed – it is pending a Regulatory Impact Assessment, before sharing with Cabinet. There

[20] Seelinger
[21] As of February 2018, Uganda hosts 1,444,856 refugees and asylum-seekers originating from neighbouring States including South Sudan, Democratic Republic of Congo, Burundi, Somalia and Rwanda.

have been positive developments in the enabling environment for eliminating VAWG – an important milestone was the adoption of the National GBV Policy and Action Plan in 2016, and the National Male Engagement Strategy in 2017. Specific laws and regulations against VAWG and HP were adopted nearly ten years ago.[22] The Ministry of Gender, Labour and Social Development (MGLSD) has drafted a comprehensive Child Policy and Implementation Plan, which focuses on preventing and responding to violence against children. A Regulatory Impact Assessment of the Child Policy will be completed by December 2018, to be submitted together with the Child Policy and its implementation plan for the necessary approvals.

While the **principal challenge is the implementation of existing laws and policies**,[23] several pieces of critical legislation remain pending,[24] others require amendment,[25] and others the development of comprehensive implementing policies and regulations[26] to more effectively protect the rights of women and girls, address discriminatory implementation of laws, ensure integration of SGBV/HP into SRHR, and address barriers to women's and girls' access to essential services and SRH services. For example:

- The Children's Act was amended in 2016 to provide a greater focus on violence against children, however, regulations to support the implementation of the law are still not approved.[27]
- The HIV and AIDS Law 2014 requires all victims of sexual violence, pregnant women and the partner of a pregnant women undergo routine HIV testing, which is a barrier to many women accessing SGBV and SRHR services and can expose women to increased forms of violence - particularly intimate partner violence.
- The Domestic Violence Act's lenient sentencing regimes and lack of mechanisms to enforce Protection Orders lead to lack of use of the law by prosecutors and expose women and girls to ongoing violence.
- Delays in amending the Succession Act and Administrator Generals Act continue to result in discriminatory access to and inheritance of property by women and girls.
- The Employment (Sexual Harassment) Act fails to include all relevant forms of sexual harassment in the work place and public spaces.
- Marital rape is not criminalized under Ugandan law due to the delays in passing the Marriage and Divorce Bill 2009.
- The Penal Code's including of provocation, for example in the case of adultery, as a defense to husband's assault of his wife and the requirement under the Evidence Act (Section 154(d)) and the Penal Code that any allegation of sexual assault must be corroborated by a third party.

There also continues to be **contradictions between legislation and customary and religious laws and practices**, which need to be identified and harmonised. For example, the practice that the husband (in case of a married woman) or the father (in case of a girl) are entitled to compensation from the family of a perpetrator of rape/defilement. In some communities, a father is permitted to have sexual relations with the bride of his son to "taste the worth" of the bride price he has paid. Customary practices such as early marriage, female genital mutilation, courtship rape, intimate partner violence, wife inheritance, lack of inheritance or land ownership by girls and widows are all highly prevalent and contravene

[22] The Domestic Violence Act 2010 (DVA) and the Regulations (2011); Prohibition of Female Genital Mutilation Act 2010 and the Regulations (2011), and Prevention of Trafficking in Persons Act 2009 (PTIP)
[23] 2017 saw an increase in budget for Ministry of Gender Labour and Social Development (MGLSD); however, there is a need for more resources to enable them to fulfil their mandate.
[24] Includes the Marriage and Divorce Bill 2009, Sexual Offences Bill, Legal Aid Bill and Succession Act, Transitional Justice Bill, among others.
[25] For example, the Domestic Violence Act 2010 (DVA), HIV and AIDS Act (2014 (including section 13, 14, 18(de) and 41), Succession Act and Administrator General's Act, The Evidence Act (including sections 154(d)), The Penal Code Act (including chapter 14 and section 193), the Evidence Act (Chapter 6), the Employment (Sexual Harassment) Act 2012, the The Judicature (Plea Bargain) Rules 2016, Judicial Sentencing Guidelines. The Spotlight Initiative will support amendments and adoption of laws on VAWG and SRHR utilizing existing guidelines, including the Hand Book for Legislation on Violence Against Women.
[26] Including Sexual Harassment, the DVA regulations, PTIP regulations, national guidelines for school re-entry of pregnant girls and young mothers, and the SRHR policy guidelines.
[27] The Uganda Human Rights Commission also recently completed a review of child rights legislation, which found significant gaps around child victim protection in the current legislation. See: https://www.unicef.org/uganda/resources_21739.html.

national laws and policies. There are low levels in legal literacy, which is even more pronounced among the large refugee population that is coming from a completely different legal system.

National human rights institutions, the Uganda Human Rights Commission, Ministry of Justice and Constitutional Affairs, Uganda Law Reform Commission and the Parliament of Uganda exist and continue to perform their duties of reviewing and passing laws and sensitizing citizens of their rights and the law. Yet limited financial resources, negative attitudes among policy makers – shaped by cultural and religious beliefs, – and weak technical capacity to fast track the reform of laws, limit the effectiveness of these institutions.

CSOs, under their different umbrella organisations and networks, continue to play a significant role in advocating for legal and policy reform, conducting legal literacy, documenting weakness in existing laws and policies, and demanding accountability for their implementation.[28] **CSOs remain instrumental in monitoring and reporting on government commitments to towards global norms on gender equality** and the empowerment of women. However social accountability mechanisms for holding national and sub national governments accountable for legal and policy reform and delivery of public services are either lacking or compromised by lack of information, weak civic competency, corruption, and weak structures and feedback mechanisms.[29]

B. Institutional Strengthening

While progress has been achieved, the allocation of resources to implement above-mentioned laws and regulations, institutional and staff capacity, and accountability mechanisms remain weak. The development of the Social Development Sector Plan (SDSP) provided a framework for all ministries, departments and agencies (MDAs) (including education, health, justice, police, culture, security, etc.) to prioritise integration of gender equality issues in their annual plans and budgets – reinforced by the Gender and Equity Certificate.[30] However, MDAs and decentralized structures[31] do not adequately prioritize financial resources for VAWG/HP and there is a gap in the budget allocations for gender equality by MDAs and what is disbursed.[32]

In 2017, the National SRHR Policy Guidelines and Service Standards were revised and wait for approval at Ministerial level. While the National Sexuality Education Framework has been finalised and launched, it is does not cater for those outside of formal education; it is yet to be integrated in schools and tertiary institution's curriculums and resources for its implementation have not yet been secured. The new Child Policy and Implementation Plan still have not been approved, nor have the draft regulations to support the implementation of the Children's Act.

Moreover, there are gaps in the legal literacy and capacity of MDAs and sub-national governments to engage in participatory-planning and gender-responsive budgeting (GRB), and to implement VAWG/HP/SRHR legislation and services. The lack of multi-sectoral mechanisms, with linkages to civil

[28] The Domestic Violence Act Coalition advocating for the review and implementation of the DVA; Uganda Women's Parliamentary Association – the Sexual Offences Bill; Uganda Women's Network – Marriage Bill; Legal Aid Service Providers Network (LASPNET) - Legal Aid Bill and Policy; Networks of People Living with HIV and UGANET - the HIV and Aids Law; LandNet- the Succession Act.
[29] Initiative for Social and Economic Rights, An Audit of Social Accountability Mechanisms in Local Government Processes in Uganda, 2017.
[30] The Gender and Equity Certificate is a certificate issued by the Ministry of Finance Planning and Economic Development (MoFPED), with advice from the Equal Opportunities Commission (EOC), certifying that an MDA's proposed sector budget meet minimum requirements for gender and equity budgeting and has scored at least 50% on an EOC assessment.
[31] The governments' decentralization policy and the Local Governments Act (1997) transfers responsibility and authority for the delivery of many public services to the district local governments (DLG), including health, education, water and sanitation, agriculture, and development. It also transferred authority and accountability to DLGs to make and implement development plans and budgets, financial and personnel management, and other governance functions. It, by extension, includes the DLG's mandate to prevent and respond to VAWG/HP.
[32] The SDSP estimates that UGX 64,9 billion is needed annually for gender equality interventions, however actual allocation has fallen short.

society, to oversee financing, implementation, and accountability for VAWG/HP/SRHR programming, further hinders implementation.

There is also weak implementation of rights-based approaches and inefficiencies in programming and implementation of gender responsive interventions for access to justice, SRHR and children's rights. There is a critical need for strengthened multi-sectoral coordination (within and between institutions, including with non-governmental actors) to harmonise gender-responsive SOPs, manuals, curriculums, tools, and referral pathways. Although previous UN joint programs in partnership with government have developed Standard Operating Procedures (SOPs) in some sectors, guidelines, training manuals, and job aids are lacking in many relevant sectors/MDAs.[33] Additionally, capacity building for duty bearers is fragmented, ad hoc, and uncoordinated, often misaligned with standard guidelines, and does not integrate VAWG/HP/SRHR, leading to duplication and wastage of resources. Significant gaps exist in the number and qualifications of government case workers at district and sub-county level, with no government social workers at village levels - it is expected that the exact situation will become clear once the on-going functional review of the MGLSD workforce is completed.

Finally, the sudden arrival of large numbers of refugees in the refugee hosting districts further constrains the limited resources, and the long distance from the refugee settlements to access services further hampers access to justice and other survivor services.

C. Social Norms and Prevention

Harmful social norms, attitudes, behaviours and practices – particularly discriminatory gender norms and inequitable power relations between women and men – are a root cause of VAWG and HP, and limit SRHR in Uganda. The patriarchal system in Uganda upholds values, beliefs and practices that reinforce the privilege of men and their role in society. **In this context, VAWG is accepted as an integral part of gender relations.** Substance abuse,[34] a culture of impunity for VAWG/HP, and limited access to economic and livelihood opportunities for women and girls further compound this issue.[35]

The concept of male power within a household, with the husband considered the main decision-maker and the wife valued primarily for her reproductive role and tasks, remains a major driver of Intimate Partner Violence.[36] According to the UDHS 2016, 49% of women and 41% of men believe a man is justified in beating his wife in certain circumstances. Of further concern, this view is held by 57% of females and 48% of males aged between 18-24 – demonstrating the prevalence and cyclical nature of negative gender norms in Uganda.

Evidence shows that 16% of women have experienced physical violence during pregnancy (Kishor, 2012). In Mulago Hospital, women who experienced intimate partner violence (IPV) during pregnancy were 1.4 times more likely to develop obstetric complications including hypertension, premature rupture of membranes and anomia (Kaye 2006).

Social norms around marriage and girls' education remain strong drivers of VAWG/HP. Women tend to marry considerably earlier than men in Uganda (UDHS 2016), fueled in part by parental pressure for daughters to marry early in order to bring in bride wealth. Over 15% of ever-married women (aged 20-49 years) were married by the age of 15, and 49% by the age of 18. While 43% of women age 25-49 marry before age 18, a far smaller proportion of men age 25-49 (10%) marry that young.[37] Women's

[33] Justice Law and Order Sector (JLOS), Judiciary, Uganda Police Force (UPF), Directorate of Public Prosecutions (DPP), Ministry of Health (MoH), MGLSD, Ministry of Education and Sports (MoES), National Planning Authority (NPA), Private Sector.
[34] Women whose husband/partner often consume alcohol being almost 40% more likely to experience spousal violence than women whose spouses do not often consume alcohol (UDHS 2016)
[35] It should also be noted that violence against boys is an underlying social norm that also contributes to further violence in families and communities in Uganda. The recent national survey on violence against children indicated a significant percentage of boys (68%) experience violence.
[36] *See, e.g.,* Watson, Kyomuhendo, et al (2014): Change and persistence in discriminatory social norms and practices affecting adolescent girls in Uganda.
[37] The median age at first marriage is 18.7 years among women age 25-49 and 23.3 years among men age 25-49.

reproductive health rights are largely inhibited by restrictive social norms. 12% of women currently not using contraception reported that it was mainly due to their husband's decision, while another 44% indicated the decision not to use contraceptives was made jointly with their husband, whereas 41% reported that it is mainly their own decision (UDHS 2016). Relatedly, women do not have the autonomy to choose family size. Men are generally more likely to want to have another child than women, regardless of how many children they already have (UDHS 2016).

Refugees arriving in Uganda bring their own social norms, which often include harmful practices including FGM and child marriage. The situation is exacerbated by the breakdown of law and order, which makes it difficult to enforce the rights of women in their home countries, and overstretched services in the host countries, lead to refugees resorting to traditional means of resolving social and legal issues, furthering harmful traditional practices.

Uganda is at the forefront of pioneering primary prevention initiatives,[38] principally those that follow the ecological model that is based on the understanding that violent attitudes, behaviours, norms and practices are shaped at individual, relationship, community and at organizational and societal levels in a mutually reinforcing way. Evidence-based models, including the SASA! Methodology,[39] utilize **coordinated community-wide gender transformative approaches** to ensure the engagement of all members of communities, including women and men, girls and boys, to encourage peaceful living by all members of society.[40]

In addition to discriminatory and harmful social norms, substance abuse, a culture of impunity for VAWG/HP, limited access to economic and livelihood opportunities for women and girls, insecure physical environments/public spaces,[41] forced displacement experienced by refugees,[42] girls dropping out of school, discriminatory teaching pedagogy in schools, and discipline methods by parents and teachers **increase the risk and exposure of women and girls to violence and abuse**.

According to the UDHS 2016, women whose husband/partner often consume alcohol are almost 40% more likely to experience spousal violence than women whose spouses do not often consume alcohol.[43] Parents and adult relatives are the most likely perpetrators of violence against children, with approximately a third of boys (36%) and girls (33%) experiencing emotional violence by a parent or adult care giver and nearly half of girls (45.3%) and boys (48.5%) experienced physical violence by a

[38] These include, *inter alia*, the ***SASA!* Methodology** - a community mobilization intervention designed to prevent violence against women and HIV; **SAFE from the Start** program – which is mainly being implemented in refugee settlements in Uganda and includes Empowerment and Livelihood for Adolescents Clubs that empower adolescents with essential life skills, mentorship, apprenticeship integrating access to SRH information and services; the **Gender Equality Seal Certificate Programme for Private Enterprises** programme – which taps into the power of the private sector to support EVAW; **Karimojong Gender Principles and Obuntubulamu** – working with cultural leaders to EVAWG through human-rights based dispute resolution; the **Male Models** program – working with men to reduce violence in households and as change agents; and **Gender Roles Equality and Transformation (GREAT)** toolkit – a project to promote gender-equitable attitudes and behaviors among adolescents in post-conflict communities.
[39] The *SASA*! methodology has been RCT tested and shows 52% reduction in IPV against women in *SASA!* Communities.
[40] Evidence has shown that stand-alone programming that targets only men are less effective. Placing the responsibility for change on men solely perpetuates gender inequality. Placing a duty on men for social norms change, further reinforces patriarchal values, beliefs and practices that promote male privilege and the perceived role of men in society. Hence, the need for a whole society approach that that engages all key segments such as traditional and religious leaders, boys and men, women and girls to promote positive skills and behaviour change, through enhanced accountability at the individual, relationship and community levels.
[41] For example, poor lighting, lack of safe spaces, and distance travelled to access schools, services, or firewood.
[42] Forced displacement contributes to changing family dynamics which erodes the social support and in refugee settings this has often translated to increased cases of SGBV. This, coupled with poverty and lack of economic prospects and exacerbated by negative cultural beliefs, lead to harmful traditional practices like early marriages, further making women and girls vulnerable to SGBV.
[43] Often drunk (84%), sometimes drunk (66%), drinks alcohol but is never drunk (42%), does not drink alcohol (45%).

parent, adult care giver, or other adult relative.[44] Moreover, the main reasons women and girls don't report incidents of violence are poverty (92%), lengthy formal justice procedures (87%) and weak enforcement of the laws (79%).[45]

Limited economic autonomy, restricted access to or control over resources, and culture of bride price increase the vulnerability of women to violence by leaving them with little financial independence to remove themselves from harmful situations.[46] It is significant to note the link between VAWG/HP and economic development.[47] Uganda's vibrant private sector has been on the side-lines of promoting gender equality and women's empowerment. Yet the private sector has a significant degree of leverage and potential to transform the lives of disadvantaged women, as well as men. The lack of economic and livelihood opportunities and information on safe migration has left young women and girls vulnerable to Trafficking in Persons (TIP) and commercial sexual exploitation (CSE).[48]

Significant gaps still remain in the prevention, protection of victims of TIP and CSE, as well as in the prosecution of perpetrators.[49] The vulnerability of the refugee population to TIP remains a serious concern - several media reports and documentaries have indicated incidents and allegations of TIP in refugee communities in Uganda.

D. Response Services

Public services remain poor, with further work needed to build the capacity of institutions to deliver VAWG/HP and integrated SRHR service. This lack of capacity continues to hamper efforts to implement legislation and policy. This has been evident, for example, with efforts to implement the Domestic Violence Act (DVA), for which a lack of awareness as well as weaknesses of the law itself[50] have resulted in an under-use of the DVA and a continued reliance on the Penal Code to prosecute most VAWG-related crimes. Implementation is further hampered by limited resources – while funding is often allocated at the national level, it does not trickle down to sub-national levels. Often there are no funds allocated for protection services, leaving the social welfare workforce in a difficult position in terms of ability to deliver services. This situation is compounded in communities receiving refugees where local and institutional capacities to address SGBV-related issues are overstretched by the sudden arrival of large numbers of refugees. The long distances from the settlements to where the services are offered is often prohibitive to the optimal access to these services.

While coordination and referral mechanisms exist, they are often inoperative and unfunded at the sub-national level and ineffective in ensuring a continuum of support for survivors of violence. The current protection mechanisms in Uganda are fragmented, often creating parallel and duplicative mechanisms for different categories of survivors with insufficient integration of multi-sectoral guidelines and SOPs for VAW and VAC, including GBV. For example:

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[44] Uganda Violence Against Children Survey (2018).
[45] Uganda Bureau of Statistics Survey 2017
[46] A woman's financial dependency on a man (81% women, 83% men) and bride price (72%) are main reasons women stay in abusive relationships. UBOS, Governance and Peace Survey, 2017. Poverty is one of the main reasons women and girls don't report incidents of violence (92%).
[47] Latest research suggests the incidents of GBV cost the Ugandan economy approximately UGX 77 billion annually (CEDOVIP, 2012); ending child marriage could generate US$2.7 billion by 2030 (World Bank, 2016). The links between GBV and economic development include indirect costs related to VAW such as lower productivity and incomes, lower rates of accumulation of human/social capital and generation of future violence (direct costs are healthcare and judicial services).
[48] Ministry of Internal Affairs- Coordination Office for the Prevention of TIP (COPTIP) 2017 report on TIP in Uganda, 86% of the TIP cases reported in 2017 were women and girls, trafficked both internally and across international borders. The report also notes a 25% increase in the number of TIP cases reported, from 2016 to 2017.
[49] Including, limited capacity among relevant actors; lack of systematic referral and assistance to victims of trafficking, and inconsistent availability of victim protection services; limited capacity among relevant actors including frontline officials to identify, refer and assist victims; weak data collection systems; and inadequate prevention efforts.
[50] Police can't enforce protection orders and a weak sentencing guide for prosecutors.

- MGLSD, with support from UNICEF, has developed the SAUTI National Child Helpline – a reporting, referral and case management tool that provides callers with information about violence against children and links them to Child Helpline District Action Centres/ within the District Social Welfare Offices for response and follow-up support. UCHL Action Centers have been established in 32 districts and are in the process of being established in an additional 35.
- The MGLSD also maintains a National Gender Based Violence Database (NGBVD) – an IMS and case management system for incidents of violence against women, but only a portion of districts have received training on using the database.
- Separate multi-sectoral guidelines exist to address GBV and violence against children in schools, but there are no multi-sectoral guidelines to address GBV and VAC in all settings aside from the RTFF guidelines addressing violence in school.
- The District Chain-linked Committees (DCC) coordinate action within the JLOS sector, including cases of VAWG, but are often inactive at the district-level due to insufficient funding.
- Districts also have a combination of different and disparate coordination groups, including for FGM, TIP, Gender, Children, OVC, GBV, and general Protection. Often these are promoted and supported by different development partners with limited coordination by Government.

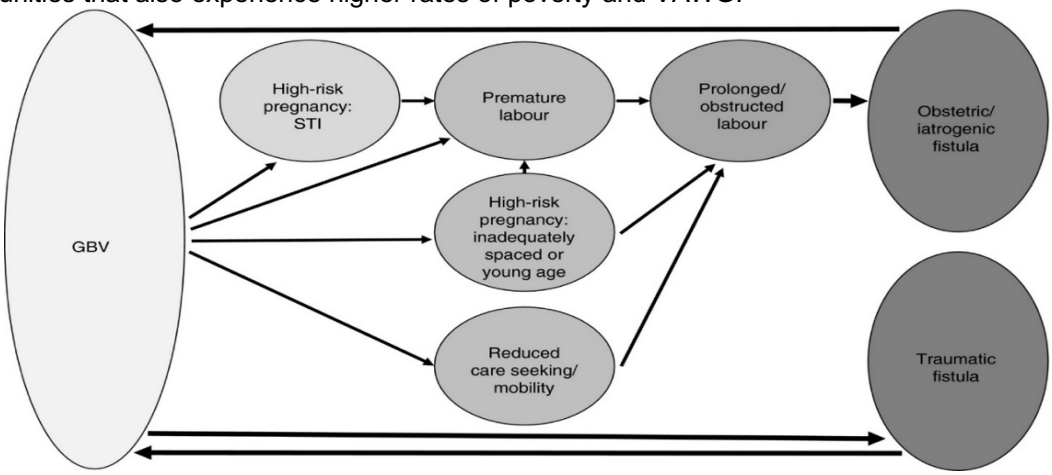
This fragmentation is not only inefficient, it is unsustainable by the district local governments.

Another major gap in the delivery of quality essential services is the **lack of access to SRHR services and essential medical services for survivors of VAWG/HP**. Health facilities across the country lack necessary medical supplies and capacity to treat survivors of violence, particularly sexual violence. This includes shortage of rape kits, PEP, emergency contraception, pregnancy test kits, and medications for treatment for STIs. Moreover, women are not always able to access information and experience other barriers and stigmas, which excludes them from receiving essential services. This leaves women and adolescent girls vulnerable to early/unwanted pregnancies, HIV and other sexually transmitted infections. Moreover, although overall numbers of new HIV infections in Uganda has reduced, HIV prevalence is almost four times higher among females than males aged 15-24, with young girls being at highest risk of new infection.[51] Recent studies also indicate that the risk of new HIV infections is increasing among young people.[52] HIV prevalence amongst female sex workers is estimated to be 33%.[53] Evidence show that HIV infection is both a cause and consequence of VAWG. For example, fear of violence constrains women from accessing HIV testing and from adherence to antiretroviral therapy, for fear of disclosure to male sexual partners.

VAWG/HP has serious implications on the reproductive health of women and girls. The current maternal mortality rate (MMR) stands at 336/100,000 live births, contraceptive prevalence rate for modern methods is at 30%, while the unmet need for family planning is at 28%. The teenage pregnancy rate in Uganda remains high and stagnant at 25%. Contributing to the prevalence of adolescent pregnancy - absence of available contraception,[54] an early sexual debut (on average 16 years old), limited access to SRHR information and services, sexual violence and exploitation, and the practice of early/child and forced marriages. 49% of women between ages 20-24 were married before turning 18 and over 350,000 children are currently married (Census, 2014). Available evidence also suggest that the number of children being commercially sexually exploited through prostitution and “sex for survival” is increasing in Uganda.

[51] HIV prevalence peaks at 14% among men aged 45 to 49, and 12.9% among women aged 35 to 39. Among young adults, there is a disparity in HIV prevalence by sex. HIV prevalence is almost four times higher among females than males aged 15-19 and 20-24 years. HIV prevalence is nearly three times higher in men and women aged 20-24 years compared to those aged 15-19 years. Up to 44% of new HIV infections are among young people (Presidential Fast Track Initiative on Ending HIV7AIDs in Uganda – June 2017).
[52] Uganda Bureau of Statistics (UBOS) and ICF. 2017. Uganda Demographic and Health Survey 2016. page 18
[53] Uganda 2014 Modes of HIV Transmission (MoT) Study,
[54] Barriers to contraceptive access and use include: limited access to services and choice attributed to capacity gaps and skills to provide a wide range of family planning (FP) methods, limited adolescent and youth friendly SRHR services, stock-outs of family planning commodities at health facilities, a limited number of community-based service outlets, myths and misconceptions, gender inequality, negative socio-cultural and religious values and low socioeconomic status of women that perpetuate stigma and violence against women and girls who use or plan to use contraception.

Early and adolescent childbearing deprives women and girls of education and skills required to empower and transform their lives to participate in national development. Moreover, adolescent pregnancy-related complications contribute to 40% of all maternal deaths. Conversely, when a girl is able to delay childbirth by several years, this contributes to fertility decline, health and empowerment, social and economic liberation. Child marriage and teenage pregnancy increase a girl's risk of STIs, HIV/AIDS, cervical cancer, gender-based violence, persistent and enduring inequalities, social stigma and isolation.[55] Violence against woman is also associated with increased risk of fistula – either directly through sexual violence or by triggering premature labour. Women who have fistula are more vulnerable to emotional, psychological and physical by partner, families and society. Currently, between 75,000 and 100,000 women are suffering from obstetric fistula, with an estimated 1,900 new cases occurring annually. Adolescents and young women from West Nile and Norther Uganda most affected – communities that also experience higher rates of poverty and VAWG.



While the national capacity to treat fistula cases has improved (to be able to treat approximately 2,000 cases per year), it is not able to address the backlog of cases and the capacity for Obstetric Fistula treatment and reintegration is still insufficient. Only a few selected hospitals are able to provide routine fistula treatment,[56] leaving the most distant and vulnerable women and girls without treatment options.

Access to essential VAWG services is further hampered by limited legal literacy amongst the population, social and gender norms that stigmatize access and utilisation of services, as well as reporting abuse and prosecuting perpetrators. For example, in the VAC survey report 2018, only half of all the girls and boys who experienced sexual violence in childhood told someone, and 4/10 girls and 3/10 boys who experienced sexual violence knew of palace to go for services. Of those who reported, only 1/13 girls and 1/20 boys received services. There are very few shelters across the country, where survivor of VAWG can receive care, and minimal access to mental health services and general cases management support.

Finally, access to justice is poor, with low levels of public trust – a pervasive issue across justice institutions. **Investigation capacity is weak and VAWG-related cases are dismissed at a far higher rate than conviction,[57] resulting in impunity for VAWG.** In March 2017, the Inspector General of Police, signed the 6th KICD[58] Resolution in Kampala – which made a series of joint commitments by

[55] Given their young age, girls can rarely make free and informed decisions on choice of partner; timing, decision on when to have children, how many and how frequently, and other socio-economic decisions. Adolescent girls are also more likely to have spontaneous abortion, premature and stillbirths than older mothers. Infants of adolescent mothers are 50 times more likely to die during their first year of life than those born to mothers in their twenties or suffer obstetric fistula (SPRINT Training on the Minimum Initial Services Package (MISP) for Sexual Reproductive Health in Crisis: A Course for Coordination Team, 2013.)

[56] Hospitals offering Fistula services: Mulago, Mbarara, Lacor, Soroti, Kamuli, Kisizi, Virika, Mubende,

[57] According to the Annual JLOS Performance Report, in 2016, conviction rates for defilement cases were as low as 15%, and 76% were pending in court with 7,222 cases under investigations. Likewise, 31% of domestic violence cases taken to court in 2016 were convicted, 52% of the cases remained pending in court and 5003 cases were backlogged in CID.

[58] Kigali International Conference Declaration, with signatories from across the continent.

signatories to step up efforts to combat VAWG. That same year, the UPF developed a Gender Policy. In 2014 the Judiciary introduced plea bargaining mechanism and in 2017, the Principle Judge committed to establishing special GBV courts to tackle case backlogs. A Gender Bench Book[59] was also developed with the judiciary. However, despite these efforts, significant obstacles persist in the investigation and successful prosecution of VAWG/HP-related crimes and in access to justice for survivors.

E. Data and Systems Availability

Since 2015, production of gender disaggregated data has been prioritised, to provide evidence of gender gaps and contribute to informing policy, plans, budgets and Sustainable Development Goals (SDG) monitoring. While Uganda adopted and endorsed the National Priority Gender Equality Indicators, baseline information is only available for 50% of the indicators in Tier I, while 15% can readily be obtained from reprocessing of existing survey data; and 35% are not readily available, limited to national, regional and sub-regional level and not disaggregated at district level.

Uganda has up-to date data from the 2014 census and national surveys and reports,[60] innovative data collection tools,[61] and sector information systems that present good ground for the production of timely, quality and comparable data. However, censuses are undertaken after every 10 years and national surveys, which estimate major SRHR and VAWG/VAC/HP indicators,[62] are undertaken every five years and only give information at national and sub-regional levels. They further exclude the 10 - 14-year-old age group in their data capture tools. The Uganda Bureau of Statistics has revamped the annual, self-enumeration Community Information System (CIS) household survey, and implemented it in 50 districts, but the survey tool does not include question related to VAWG/HP and SRHR.

In addition, various government MDAs and sectors currently collect data related to VAWG/VAC/HP and SRHR. This includes the National Gender Based Violence Database (NGBV database), Uganda National Child Helpline (UCHL), Health Management Information System (HMIS), Education Management Information System (EMIS), Orphans and Vulnerable Children Management Information System (OVCMIS); separate Ugandan Police Force (UPF), Directorate of Public Prosecutions (DPP) and Judiciary systems; Civil Registration and Vital Statistics (CRVS), Mobile Vital Registration System (MVRS), the National Trafficking in Persons databases. **However, these systems are fragmented, uncoordinated, manual, limited in scope, and some are not web-based, which limits accessibility, utilization, and timely reporting**. Key case management and data collection systems – including the NGBV database – are not functional in all districts.

The government and relevant sectors have recognized the need to develop more integrated and reliable systems for collecting VAWG/VAC/HP and SRHR administrative data. Thus, government through the Uganda Bureau of Statistics (UBOS) is working with UNECA, to produce crime and criminal justice statistics, and with the World Bank to establish a single registry. There are also ongoing discussions in government to merge or link all information management systems (IMS) platforms by National Information Technology Agency –Uganda. Yet both initiatives would require additional support.

Finally, many government MDAs and sectors lack technological, technical and resource capacities to collect quality data, undertake analysis, visualization, interpretation, timely dissemination, and use. The lack of robust analysis is a key inhibiting factor to data access and utilisation. For example, while over

[59] A reference tool for judicial officers, it outlines local and international best practices on enhancing the gender responsiveness of the judicial system in improving access to justice for women.
[60] Including, The Uganda National Household Survey (2016), Uganda Demographic Health Survey (2016), Uganda Labour Survey (2016) the National the Annual Police Crime Report (2017), the Annual JLOS Performance Reports (2016/2017) and Uganda Labour-force Survey (2016)
[61] Including (1) Safe Pal - a mobile app that people can use to confidentially report cases of sexual violence and get linked to the nearest service providers for help, (2) GetIN - a mobile app that enables health workers in rural areas to better reach socially isolated teenage mothers with antenatal care, family planning, other SRHR/SGBV services and referral in order to minimize complications at child birth, and (3) the U-Report.
[62] For example, adolescent pregnancy, sexual violence and other forms of violence against women and girls, contraceptive prevalence rate (CPR), unmet need for family planning (FP), and child marriage

20,000 incidences of GBV have been recorded in the NGBVD, minimal analysis and dissemination has taken place.

F. Women's Movement

Civil Society organizations, particularly the women's movement, have played a crucial role in pushing the issue of VAWG (including SGBV and HP) as well as of SRHR into the national and international agenda. They are also instrumental to driving legislative and policy change, challenging social norms and delivering services to survivors. The elimination of VAWG cannot be achieved without a strong and empowered civil society and autonomous women's movement. Under this Pillar, the Spotlight Initiative will focus on drawing upon and strengthening the knowledge, expertise and capacity of CSOs, creating/protecting a space that is free and conducive to their work and establishing multi-stakeholder partnerships and networks at local, national, regional and global level. It also emphasizes that a broad and diverse range of civil society be engaged, participate, and monitor implementation of the Initiative.

Despite positive achievements, the women's movement has remained fragmented. There is need to strengthen inclusivity – in particular to engage grassroot organisations, youth, non-traditional actors and groups representing those facing multiple forms of discrimination – to build the capacities of these stakeholders and to ultimately strengthen efforts for joint reporting and participation in international and national accountability measures. On partnership between CSOs and Government, some selected CSOs, such as REACH, have been financed by the Government. In 2017, after a long gap, CSOs were represented on the Government delegation to the Commission on the Status of Women (CSW) in New York.

In a human-rights based approach, participation is a central principle. Participation means ensuring that all stakeholders (including those that are most at risk) have genuine ownership and control over development processes in all phases of the programming cycle: assessment, analysis, planning, implementation, monitoring and evaluation. In efforts to eliminate VAWG, civil society, the women's movement and CSO representing groups facing intersecting forms of discrimination play a crucial role in guaranteeing that the rights/needs of all stakeholders (particularly those at risk) are at the centre of programming. There needs to be clarity in policy, at all level and from all partners, prioritizing CSO engagement and setting out principles and a framework for co-operation. The approach should focus not solely on women's rights groups but including other organizations with expertise on the issue including at local level.

II. Program strategies and theory of change

A. District and Sub-County Section

Spotlight programming will be implemented in seven districts, representing different regions within Uganda. Selection of target districts was done in consultation with Government and CSO partners and considered prevalence rates, outcomes on SRHR, and current VAWG programming coverage. Special consideration was given to refugee hosting districts, considering Uganda's model which promotes the humanitarian-development nexus. Influenced by the principle of "leave no one behind," consideration was also given to remote and under-resourced communities. The selection criteria sought to avoid duplication with on-going/planned initiatives such as the World Bank program target districts. It also sought to strengthen complementarity with DFID's SURGE program which is concluding.

Amudat: Amudat is a district in the remote Karamoja sub-region, along the border with Kenya. It was selected due to the high prevalence of FGM, the limited availability of SRHR (only a 7% contraceptive prevalence rate (CPR) and a 10% total fertility rate) and VAWG essential services, as well as its remoteness and poverty levels (79%). Deeply rooted in cultural norms and traditions, FGM in Uganda is practiced by a few select ethnic groups in the Eastern region and Karamaoja sub-region, including

Amudat, which has among the highest prevalence rates.[63] In addition to cultural norms and beliefs, FGM in this district is exacerbated by the movement of cutters across the border into Kenya. As such, targeted interventions have been designed, in collaboration with IOM, to address this cross-border movement. There is inconsistent district-level data on the prevalence of child marriage, but reliable estimates place it among the highest in the region. [64] Rates of physical violence (53%) and sexual violence (14%) are also among the highest in the region.[65]

Kasese and Kitgum: Kasese – in the western part of the Uganda, bordering the Democratic Republic of Congo – and Kitgum – in Northern Uganda, bordering South Sudan are both recovering from years of conflict. Kasese and Kitgum districts record some of the highest levels of intimate partner violence (IPV) across the country. According to the UBOS 2014 Household Census, Kasese and Kitgum districts record 58% and 60% prevalence rates of IPV, respectively. While district-level data on child marriage is inconsistent, the Northern region, which includes Kitgum, is estimated to have the highest rates of child marriage in the country, followed by the Western region, which includes Kasese.[66]

Kaseses remains largely under-served with limited or no programming interventions on VAWG/HP/VAC. While DANITA/UNFPA is implementing programming in Kitgum, the Spotlight interventions have been designed to complement that programming, filling critical gaps through Outcomes 1, 2, 5, and 6, as well as complementing interventions under Outcomes 3 and 4.

Tororo: Tororo is a district in Eastern Uganda and borders Kenya. It records the highest levels of IPV in the entire country. The census data indicates prevalence rates of physical violence at 69%, with 40% rates of sexual violence.[67] While there have been dedicated programs and campaigns in Tororo, the issue remains endemic, hence the need for a more dedicated and focused effort through comprehensive approach under the Spotlight.

Kampala: Kampala, in Central Uganda, was selected because it is the capital city, has a high urban youth population and has poor performance levels on sexual reproductive health and rights. To maximize the potential for impact, programme interventions under Outcomes 3-5 will focus on select slum areas within Kampala.

Arua and Kyegegwa: Arua and Kyegegwa are refugee hosting districts and were selected on this basis. Located in the West Nile sub-region, Arua has seen a rapid influx of thousands of refugees from South Sudan to the relatively new Imvepi refugee settlement. Imvepi reported among the highest number of SGBV incidents in refugee settlements during 2017. The district reported among the highest rates of physical (60%) and sexual violence (22%) in the region, as well as 8% rates of girls aged 12-17 currently married and 10% having already had a child.

Kyegegwa is located in the southwest and includes the Kyaka II settlement. Renewed violence in the Democratic Republic of Congo in late 2017 led to an influx of refugees to Uganda, 17,000 of which were settled in Kyaka II. The influx placed additional pressures on already limited resources, increasing incidents of domestic violence and transactional/survival sex among the refugee population. There have also been reports of sexual exploitation and abuse when female refugees collect firewood from forests

[63] UNICEF and UBOS, Female Genital Mutilation/Cutting Survey Report (October 2017). Mortoto and Nakapiripirit have higher levels of FGM, however, there are existing FGM-prevention interventions in these districts.
[64] The UBOS estimates that in Amudat 11% of girls aged 12-17 are currently married and 9% have already given birth to a child (2014), UBOS, National Population and Household Census (2014). The National Strategy to End Child Marriage and Teenage Pregnancy (2014/15 – 2019/20) estimates a much higher percentage - 52% prevalence in the Eastern Region.
[65] UBOS, National Population and Household Census (2014).
[66] The National Strategy to End Child Marriage and Teenage Pregnancy (2014/15 – 2019/20) ("estimates of child marriage is highest in northern Uganda estimated at 59%, followed by Western region at 58%"). The 2014 UBOS household survey, however, provides much lower estimates in these region - 8% (Kasese) and 9% (Kitgum) of girls aged between 12-17 are currently married.
[67] UBOS estimates that 10% of girls aged 12-17 are currently married. UBOS, National Population and Household Census (2014).

within the settlement, which are adjacent to a Ugandan army barracks.[68] Within the district, 44% of women report having experienced physical violence and 26% sexual violence, while at least 10% of girls aged 12-17 are currently married (UBOS 2014). Programme interventions in Arua and Kyegegwa under Outcomes 3-6 will focus on the specific sub-counties with refugee settlements and host communities.

B. SDG Integration

The Uganda Spotlight Initiative will support Uganda's advancement towards achieving the Sustainable Development Goals – in particular SDG 5, but also SDGs 3 (with respect to sexual and reproductive healthcare), 10, 16 (rule of law and accountable institutions), and 17 (strengthening strategic partnerships) – prioritizing the principle of "leave no one behind" and addressing various and intersecting forms of discrimination, vulnerability and exclusion.
Spotlight will seek to fulfil commitments under **SDG Five** – Gender Equality – measuring progress on key indicators through the programme results matrix and supporting the disaggregation of government data across the SDG indicators, In particular:

- 5.2: Elimination of all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation;
- 5:3: Elimination of harmful practices, such as child, early and forced marriage and FGM; and
- 5:6: Ensuring universal access to sexual and reproductive health and reproductive rights.

The Uganda program will support accountability for results through a human rights-based approach, capacitating both rights holders and duty bearers to ensure meaningful participation, civic engagement, and supporting the role of communities and civil society organizations in shaping public discussion and government social accountability for rights and services. Through outcomes Two and Four programme interventions, Spotlight will support achievement of a corollary **SDG Sixteen**, which recognizes the centrality of access to justice, rule of law, and accountable institutions in EVAW and achieving sustainable development. This includes building the capacity of national and subnational governments for gender-responsive planning and budgeting and of JLOS institutions to ensure access to justice for survivors of VAWG.
Spotlight will ensure local governments are well positioned to play a catalytic role in involving local actors and enhancing local action addressing VAW/VAC, HP and realisation of SRHRs in fulfilment **of SDG three and five, as well as SDG ten and sixteen**. In addition, Spotlight is expanding opportunities for local civil society, national human rights institutions and community networks to engage decision makers, including to build consensus on VAWG/HP and SRHR.

Outcome 1: Legislative and Policy Framework

Theory of Change

If (1) citizens, civil society organisations, religious and cultural leaders, refugees, and women's rights defenders are aware and engaged in assessing, developing, and implementing policies and legislation to eliminate VAWG/HP and promote women and girls' SRHR,
if (2) implementation of legislation and policies is monitored,
then (3) an enabling legislative and policy environment on VAWG/HP, and other forms of discrimination, is place and translated into plans, guaranteeing the rights of women and girls (including SRHR),
because (4) effectively implemented gender responsive legislative and policy frameworks address impunity and provide for coordinated action, including in areas of prevention, services, data collection, and knowledge management and
(5) laws and programmes that integrate ending VAW/HP, into SRH services are developed, implemented, and monitored.

OUTCOME 1: Legislative and policy frameworks based on evidence and in line with international human rights standards, on all forms of VAWG/HP are in place and translated into plans.

Output 1.1: National and subnational partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG, including SGBV/HP, and/or on gender equality and non-discrimination that respond to the rights of the

[68] Danish Refugee Council, Rapid Conflict Assessment, May 2018

most vulnerable groups facing multiple and intersecting forms of discrimination and are in line with international human rights standards and treaty bodies' recommendations.

Overview

The aim of this pillar is to assess the national and district level legal and policy frameworks, as well as customary and religious laws and practices, and promote needed reforms in order to provide the necessary enabling environment for ending VAWG/HP, promoting SRHR, and achieving Spotlight pillar outcomes.

Spotlight will support the **Government, MDAs, Human Rights Institutions**, (such as the Uganda Human Rights Commission and Uganda Law Reform Commission), **and CSOs** to conduct an assessment of the existing national framework - including law, policies, regulations, and action plans – to identify gaps, ensure non-discrimination, inclusiveness, and gender-equality, and well as (i) for compliance with international norms and standards, (ii) to respond to the rights of groups facing multiple and intersecting forms of discrimination (including youth and those with disabilities), (iii) to respond to treaty bodies' recommendations, (iv) to promote women's and girls' human rights, gender equality, and the elimination of violence against women and girls,[69] (v) integrate ending VAW/HP into SRH. This will include assessing discriminatory disposition of existing laws and policies and will involve CSOs, in particular CSOs representing groups facing intersecting forms of discrimination.

Based on this review/assessment, as well as currently-identified needed reforms, Spotlight will support Government and CSOs - with resources, analysis, advocacy, and technical support - to amend existing laws and regulations[70] and pass pending bills[71] to more effectively protect the rights of women and girls from violence and harmful practices, integrate SGBV/HP into SRHR, and address barriers to women's and girls' access to essential services and SRH services. Priority legislation includes:

- Passage of the Marriage and Divorce Bill 2009
- Passage of the Sexual Offences Bill
- Amendments to the Succession Act
- Amendments to the Sentencing Guidelines and Plea Bargaining Guidelines
- Legal Aid Bill and Policy
- Employment (Sexual Harassment) Act 2012
- Review and amendments to the Domestic Violence Act and Regulations
- Finalize and approve the Child Policy and Children's Act Regulations
- Passage and Implementation of the Administration of Justice Bill
- Passage and Implementation of the Human Rights Enforcement Bill
- Finalization of the SRH Policy and Guidelines
- Development of the Adolescent Health Policy, Strategy, and Service Standards.

Interventions may also include advocacy for repealing discriminatory laws, polices, and practices that prevent women and girls from accessing essential VAWG/HP services or SRHR services.

In addition to national laws and policies, Spotlight will work with **subnational Governments** to assess, develop and implement local ordinances to address VAWG/HP and integrated SRHR, including addressing factors that increase women and girls' risk of violence (for example, drug and alcohol abuse). It will also assess the effectiveness of existing by-laws and ordinances and compliance with international and human rights standards.[72]

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[69] This will also include supporting South-to-south learning exchanges to countries with best practices in legislative review and implementation of SGBV/SRHR

[70] Including the Domestic Violence Act 2010 and Regulations, Children's Act Regulations, the Employment and Sexual Harassment Act 2012 and policy, Judiciary Sentencing Guidelines and Judicature (Plea Bargaining) Rules 2016, SRH Policy and Guidelines.

[71] Including the Marriage and Divorce Bill 2009, Sexual Offences Bill, Legal Aid Bill and policy, Administration of Justice Bill 2018, Human Rights (Enforcement Bill) 2015, Adolescent Health Policy and Health Strategy, and Succession Act.

[72] Also including, support to DLGs to conduct consultation meetings on the effects and mitigation measures of alcohol and drug abuse, VAWG prevention, and SRHR.

In Uganda, **cultural and religious principles and practices** are an important part of the operational environment, yet they often conflict with the national laws and are implemented in ways that undermine the rights and safety of women and girls. Accordingly, Spotlight will work with religious and cultural leaders to identify and review customary and religious principles, practices and norms to ensure they are in line with national laws, are non-discriminatory and inclusive, and utilize survivor-centred and child-friendly approaches. Spotlight will support and expand an ongoing UNFPA-led initiative working with religious and cultural institutions to address principles and practices that impact HIV/AIDS prevention, family planning, maternal health, and GBV, as well as harmful practices (including child marriage and FGM). Spotlight will further augment this initiative, reviewing the existing frameworks, identifying and prioritizing areas not already addressed (for example, women's ability to control and make decisions regarding economic resources and assets), expanding to additional institutions, and engaging at both the institutional and local levels. The inclusion of religious and cultural institutions is not only necessary for effective implementation of formals laws and the protection of the rights of women and girls, it also allows cultural groups to reclaim their positive heritage.[73]

To address low levels of **legal literacy**, Spotlight will conduct legal literacy on VAWG/HP and SRHR laws and policies,[74] targeting communities, duty bearers and religious and cultural leaders, with particular emphasis on reaching women and girls facing intersecting forms of discrimination. This includes ensuring that relevant laws are simplified and translated and will utilize multimedia and innovate approaches - including drama, brochures, radio, social media, and curriculum supplements - to disseminate key laws. In areas with higher prevalence of HP, this will include legal literacy around laws pertaining to FGM and child marriage. In coordination with Pillars 3 and 4 interventions, Spotlight will also conduct specialized trainings with duty bearers on application and enforcement of the laws. Through Pillar 3 Spotlight will integrate legal literacy and awareness in community policing programmes, human rights clubs in schools, service delivery points, and through religious, cultural and international events.

Women's groups and CSOs will play crucial roles in assessing, advocating for, and holding government accountable for the implementation of VAWG/HP-related laws that are in line with human rights standards. Spotlight will strengthen the capacity of women's rights organisations and women's rights defenders[75] at national and subnational levels to (i) conduct operations research, (ii) review and identify gaps /weaknesses in existing laws and frameworks on women's rights, access to justice and SRHR issues, and (iii) conduct analysis on the effectiveness of laws and policies, including obstacles faced by particular groups of women; and (iv) propose amendments to legislation. Specific attention will be given to strengthening the engagement and capacity of networks representing most at-risk populations (MARPs) and women and girls experiencing multiple and intersecting forms of discrimination.

To strengthen **social accountability**, Spotlight will adapt and scale-up existing formal social accountability mechanisms, in particular the Barazas.[76] The Baraza is a Presidential initiative adopted in 2009 to create spaces for citizens to discuss and evaluate the performance of government programs. Barazas are designed to empower communities and citizens to demand better service delivery and accountability and improve information and communication about government programs and projects.[77]

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[73] These interventions will be done in coordination with Pillar 4 interventions.

[74] Including the Prohibition of Female Genital Mutilation Act 2010; Prevention of Trafficking in Persons Act 2009; National Policy on the Elimination of GBV and its Action Plan; the Sexuality framework, the Children's (Amendment) Act 2016, the HIV Aids Policy, and SRHR guidelines.

[75] Under their umbrella coalitions and networks, for example, the Domestic Violence Act Coalition, Uganda Women Parliamentary Association (UWOPA), the Uganda Women's Network, the Legal Aid Service Providers Network (LASPNET).

[76] "Baraza" is a swahili word that means public meeting. The initiative, which is run under the Office of the Prime Minister, will be implemented in each district.

[77] Government representatives are expected to present their activities from the previous year and report on use of funds. The public is then given the opportunity to respond with questions, queries and analysis of their own. Through Barazas, central and local government leaders and implementers get insight into issues affecting communities and they are provided an opportunity to make an input to the issues raised.

Informal social accountability mechanisms, such as the Village Budget Clubs[78] and radio talk shows, will also be used to complement the formal barazas. (See Pillars 2 and 6)

See Annex 3 for additional details on interventions by output.

Lessons Learned

Pillar 1 builds on key lessons learned in other programming, including:

- An enabling environment will only be attained if laws and policies are translated into action, which requires adequate financing, strong regulations, institutional accountability, monitoring, and performance management mechanisms, as well as civil society and community participation and demand;
- When policies and criminal laws are implemented effectively, it contributes to deterrence and reduction in violence;
- Weak laws, policies, regulations, and action plans – including those that are not evidenced-based or gender-responsive – affect implementation and enforcement; and
- Discriminatory dispositions of existing legislation - including in criminal proceedings and sentencing, as well as civil and criminal laws related to marriage, inheritance, child welfare, and access and ownership of land - prevent full and effective implementation of VAWG, HP, and SRHR-related laws and policies.

Sustainability

To support sustainability and accountability, Spotlight will:

- In coordination with Pillars 2 and 6, strengthen CSOs capacity to review sector plans and budgets and social accountability mechanisms at national and sub national level to hold MDAs accountable for implementation and to advocate for VAWG/HP-related legislation.
- In coordination with Pillar 3, strengthen cultural and religious institutions knowledge of national laws and frameworks, harmonization of cultural and religious laws with these frameworks, and mobilization to hold government accountable for enacting and implementing VAWG/HP-related legislation, in line with human rights standards.

Pillar 2 interventions also directly relate to sustainability by (i) strengthening multi-sectoral mechanisms at national and subnational levels to oversee financing, accountability, and implementation of VAWG/HP and integrated SRHR policy and legislation, (ii) strengthening the MDAs and local government tools and capacity for participatory-planning, gender-responsive budgeting (GRB), oversight and accountability.

Geographic Scope and Estimated Beneficiaries

Outcome 1 interventions will be implemented in all seven Spotlight districts

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect*
Women	**159,143**	**9,367,090**
Girls	**612,104**	**10,422,410**
Men	**149,009**	**8,589,100**
Boys	**573,013**	**10,444,500**
TOTAL	**1,493,269**	**38,823,100**

*This is Uganda's total population, based on 2018 census population projections

[78] Grassroots-led approach of creating space for Gender Budgeting Activism involving grassroots women. These clubs which comprised of 20 people (60% of whom are women) act as pressure groups and provide space for women to develop agendas for influencing the local government planning and budget process. The VBCs are trained in roles and responsibilities of citizens, gender budgeting, budget monitoring and service delivery tracking. The VBCs organise budget monitoring visits to service delivery points such as health centres, schools, and other programs to assess their performance. (Interventions found in Pillar 2).

Outcome 2: Strengthening Institutions

Theory of Change

All women and girls will live free of VAWG, HP and will be able to realize SRHR because of strengthened institutions and organizations that implement policies and legislation, and dedicate adequate resources,

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

OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors.

Output 2.1: Key officials at national and sub-national levels in all relevant institutions[79] are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including SGBV/HP, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors.

Output 2.2: Multi-stakeholder national and sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups

Output 2.3: Partners (Parliamentarians, key government officials and women's rights advocates) at national and sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including SGBV/HP, and promote women and girls' SRHR.

Overview

This pillar takes a **whole-of-government and society approach**, recognizing that **silos are not effective** to address cross-cutting issues like ending VAWG/HP and that the effectiveness of the Uganda's decentralized government system is critical for VAWG/HP and SRHR service delivery and overall programme success.

Thus, VAWG/HP prevention and response must be mainstreamed throughout government MDA and DLG plans, budgets, and systems (including health, education, security, JLOS and productive sectors); coordination mechanisms at the highest level are critical to guide multisectoral action, as are subnational coordination mechanisms to ensure effective service delivery; and given Uganda's decentralization policy, capacity for participatory planning, gender responsive budgeting, coordination, accountability and performance management is vital and will be strengthened at both the national and subnational levels.

Gender-Responsive Budgeting and Planning

In 2015, Parliament enacted the Public Finance Management Act making it compulsory for all MDAs as well as DLGs, to identify and address gender and equity in their activities, sector plans, and annual budgets. The Act mandates the Equal Opportunities Commission (EOC) to assess Sector Budget

[79] Including justice, statistics, police, health, community based, and others.

Framework Papers (BFPs) and Ministerial Policy Statements (MPSs) for Gender and Equity responsiveness and, when approved, issue the sector a Gender and Equity Certificate (GEC). Despite this framework, **capacity to implement gender-responsive budgeting and participatory planning remains weak across governments and MDAs**. Accordingly, Spotlight will:

- Train relevant Parliamentary committees, especially the Budget Committee, in gender-responsive budgeting (GRB) and operationalizing the Gender Equity Certificate (GEC), and related implementation guides,[80] to enable Parliament to ensure sector adherence to GRB and to monitor misappropriation or reallocation of funds.
- Work through the EOC and Ministry of Finance, to strengthen national-level technical capacities[81] for participatory planning and GRB and monitoring, including to specifically integrate and allocate resources for VAWG/HP and SRHR programmes.
- Run an extended hands-on training and ongoing mentorship programme with relevant district and sub-county level officials and staff to strengthen their capacity for: (i) participatory planning, (ii) gender responsive budgeting, (iii) implementation and coordination of cross-sectoral action on VAWG/HP and integrated SRHR, and (iv) development and use of performance management and accountability systems for VAWG/HP and SRHR actions and service delivery.

The Ministry of Finance will be a key strategic partner during the implementation of the Spotlight Initiative, which will support sustainability of the interventions.

Strategic Partnerships

In line with SDG 17, this pillar will strengthen strategic partnerships drawing on a diverse range of stakeholders, including non-traditional VAWG/HP and SRHR actors, such as the private sector and natural resource and communications sectors, to collectively contribute to and participate in joint planning, budgeting, implementation and reporting on progress made to prevent VAWG and HP, and ensure realization of SRHRs.

For example, Spotlight will adapt and scale-up the **Gender Equality Seal Programme for Private Enterprises** operating in target districts. The Gender Equity Seal is an innovative tool for businesses to reduce gender gaps, promote equality in the work place and women's economic empowerment, including: (i) creating workplace culture that fosters respectful relationships and gender equity, including correcting inequitable management patterns that weaken the business function and create fertile ground for VAWG/HP; (ii) developing workplace policies and procedures to address VAW, including reporting requirements, safety procedures, referral paths, and workplace entitlements for victims, and accountability measures for perpetrators. Spotlight will explore further adaptions of this programme to address VAC and HPs.

Support and capacity building at all levels will include effective systems for participatory planning and social accountability, including ensuring representation from groups facing multiple and intersecting forms of discrimination. Spotlight will provide tailormade sensitization and training programmes to strengthen the leadership, policy advocacy, and participation in planning and budgeting of traditional leaders, religious leaders, women and/or child rights organisations, CBOs, private sector, and academia. It will also scale up and support the **Village Budget Clubs (VBCs)/GRB Committee Model** - a community empowerment model through which citizens build agency and are able to demand for gender responsive public services from their leaders and government duty bearers and strengthen accountability to address VAWG/HP and SRHR in budgets.[82]

Leadership and Coordination

[80] Specifically, the Gender and Equity Compliance Assessors Guide, the Gender and Equity Guide, and the Gender and Equity Compacts for MDAs.
[81] Including, MGLSD, MoH, MoLG, OPM, MFPED, NPA, Sector Ministries, and other relevant non-state actors.
[82] Initiated by FOWODE in Kabale and Kibuku.

Leadership at the highest levels of Government will be harnessed, drawing on Uganda's experience on the HIV eradication model. Spotlight will support[83] the MGLSD and MoH to engage the National Planning Authority to integrate VAWG/HP and SRHR in the preparation of the **3rd National Development Plan**, to strengthen the basis for mainstreaming of VAWG/HP and SRHR into sector, agency and district planning and budgeting. As well as financially supporting strategic multi-sectoral coordination meetings to oversee financing, accountability, mainstreaming, and implementation of VAWG and SRHR legislations.[84]

The ability of core institutions to engage with the integrated national, sectoral and district development plans will be strengthened to enhance success of the whole of government and society approach. It will ensure local governments are well positioned to play a catalytic role in involving local actors and enhancing local action addressing VAWG, HP and realisation of SRHRs in fulfilment of SDG 3 and 5, as well as SDG 10 and 16.

Spotlight's national-level coordination interventions will work closely with the subnational-level coordination mechanisms and support provided-for under Outcome 4.

Lessons Learned and Capacity Building

All training and capacity building initiatives will be designed based on a gap analysis and training needs assessments.

Recognizing that one-off trainings are generally ineffective, this pillar will also work with national institutions, MDAs, and subnational governments to:

- Design and institutionalize dynamic curriculum into all pre-service training, as well as relevant manuals and job aids, ensuring effective integration of VAWG, including SGBV/HP and SRHR, as well as develop a national framework for strengthening the social welfare workforce;
- Support ongoing mentorship, supervision, and technical support to follow-up trainings and ensure implementation; and
- Develop, disseminate and operationalize effective internal accountability mechanism and staff performance management systems/tools (including job descriptions) at national, MDA, and sub-national levels to ensure effective VAWG/HP prevention and response programming and service delivery, in line with national law and international standards.

These institutional changes in supervision, mentoring, accountability, and performance management will be designed to support and help ensure that trainings provided here and in other parts of the Spotlight Programme (especially in Outcome 4) are put into practice and sustained. SBC campaigns and interventions with district governments under Outcome 3, will also enhance likelihood of implementation.

Sustainability

This whole of government and society and systems strengthening approach enhances sustainability of Spotlight Initiative gains by: (i) mainstreaming ending VAWG/HP and integrated SRHR across sector and district plans to leverage national budgets and other resources; (ii) engaging leadership at the national and subnational levels, formal and informal; (iii) strengthening national ownership at all levels; and (iv) skills development and multisectoral engagement, with the aim of enabling ongoing prioritization, funding, and evidenced-based programming to prevent and respond to VAWG/HP.

See Annex 3 for more details on interventions by output.

[83] This includes the provision of technical advice and analysis, as well as the provision of a consultant to directly work with the MGLSD and MoH, as well as with the NPA, to provide research, analysis, recommendations, and drafting support.

[84] This includes supporting the MGLSD, MoH, and JLOS to integrate ministry-level coordination mechanisms, while at the same time supporting and advocating for a high-level national joint coordination platform lead by the Office of the Prime Minister.

Geographic Scope and Estimated Beneficiaries

Outcome 2 interventions will be implemented in all seven Spotlight districts, however support for community-level social accountability mechanisms will be restricted to refugee settlements and host communities in Arua and Kyegegwa and to selected slum communities in Kampala.

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect*
Women	**1,945**	**9,367,090**
Girls		**10,422,410**
Men	**2,917**	**8,589,100**
Boys		**10,444,500**
TOTAL	**4,862**	**38,823,100**

Outcome 3: Prevention and Social Norm Change

Theory of Change;

If (1) multiple strategies such as community mobilization to promote social change, key stakeholder's engagement (including traditional and non-traditional stakeholders), and education and livelihood strategies are carried out in an integrated and coordinated manner, based on a shared understanding and approach, in line with international and national standards and evidence on preventing VAWG/HP and promoting women and girls' SRHR,

then (2) favourable social norms, attitudes and behaviours will be promoted at institutional, community, and individual levels (across the ecological model) to prevent VAWG/HP and to promote women's and girls' SRHR,

because (3) multi-pronged prevention initiatives that mutually reinforce each other and include analysis of power and gender norms, can effectively shift individual and socio-cultural norms including those affecting women's and girl's risk of violence, sexuality and reproduction and socio-economic well-being.

OUTCOME 3: Gender equitable social norms, attitudes and behaviours change across all levels of the socio-ecological model to prevent violence against women and girls and harmful practices, and promote women's and girls' SRHR.

Outputs

Output 3.1: National and sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards for in and out of school settings.

Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities

Output 3.3: Decision makers in relevant non-state institutions[85] and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG, including SGBV/HP, and for gender-equitable norms, attitudes and behaviours and women and girls' rights (including SRHR)

[85] Including the media and workplaces.

Overview

Prevention efforts will follow the ecological model that is based on the understanding that violent **attitudes, behaviours, norms and practices** are shaped at individual, relationship, community, and at organizational and societal levels in a mutually reinforcing way.[86] This pillar aims to tackle gender inequalities, transform power relations and influence and change social attitudes, practices and norms that encourage or tolerate VAWG/HP and discourage the uptake of prevention and response services and SRHR.

The pillar will utilize **community-wide (whole-of-society) gender transformative approaches to ensure the coordinated engagement of all members of communities,**[87] including men and boys, to encourage peaceful living by all members of society. Under this pillar the programme, will also focus on strengthening the agency of women and girls to become effective change agents in their communities. This approach is based on available evidence which suggests that stand-alone programming with men and boys has mixed success.

Assessing and Monitoring Public Perceptions

Spotlight will begin with formative research to inform the interventions' design and to identify social norms and practices that can be utilised to strengthen activism around prevention of VAWG/VAC and to promote access to SRHR information and services. The formative research will intentionally seek feedback from individuals and CSOs representing most at-risk populations (MARP) and women and girls experiencing intersecting forms of discrimination. Throughout implementation, Spotlight will monitor public perceptions using innovative approaches, such as Real-time Gender Perceptions Dashboard[88] and U-REPORT, which will inform policies and programmes to ensure timely interventions and responses.

Community-wide Norm and Behaviour Change

Community-wide behavioural change will be promoted through evidence-based primary prevention strategies at the individual, relationship, community, and societal levels, drawing primarily from the evidence-based SASA! methodology, but also influenced by (i) IMAGE - Intervention with Microfinance for AIDS and Gender Equity - a combined microfinance and training intervention on gender inequalities, intimate partner violence (IPV), and HIV/AIDS; and (ii) the Gender Roles Equality and Transformation (GREAT) toolkit, a project to promote gender-equitable attitudes and behaviours among adolescents in post-conflict communities.

SASA! is a structured community engagement approach that guides entire communities through the stages of change to address underlying beliefs, social norms, and attitudes that perpetuate VAWC and HIV. SASA! was developed by Raising Voices and piloted by CEDOVIP in Uganda. An RCT found SASA! to be highly effective at reducing intimate partner violence in all its forms, reducing community acceptance of violence and gender inequality, improving sexual risk-taking attitudes and behaviours (including condom use, concurrent partners, and ability to refuse sex), and increasing community support to women who experience violence. For example, the randomised control trial demonstrated:

- 52% reduction in IPV against women in SASA! communities;
- Women in SASA! communities are more than twice as likely to receive helpful support when they experience IPV than women in control communities;

[86] Evidence illustrates that effective prevention programming includes several common principles, among which include: working across the ecological, using an intersectional gender-power analysis, sustained, multisector coordinated efforts, theory and evidence-informed approaches, programming that encourages personal and collective critical thought, and aspirational programming that inspires individual and collective activism (Michau et. al 2014).

[87] Community mobilization and engagement for individual and social change will target different groups, whose mapping will be informed by the formative study and will include: men and boys, women and girls, pupils/ students, influential community leaders and influencers, religious and cultural leaders, local political and government structures, including para-social workers, as well as women's and girls' rights advocates.

[88] Real-time Gender Perceptions Dashboard (Pulse Lab) provides analysis of radio conversations, which can be used to monitor public perceptions of VAWG, HP, and SRHR and inform programming in target districts.

- Children in SASA! communities were less likely to be exposed to acts of IPV (23% compared to 43% in control communities);
- 90% of women in SASA! communities believe that it is acceptable for a woman to refuse to have sex with her partner when she doesn't feel like it, compared to 73% in control communities;
- Men were more likely to believe that it is acceptable for a woman to ask her husband to wear a condom during sex (86% of men compared to 45% of men in the control

How does SASA! work?



Raising Voices

Based on the SASA! model, programming will be divided into four stages (Start, Awareness, Support, Action) with unique messaging and interventions at each stage. The programme will regularly monitor community knowledge, attitudes, and beliefs - through Rapid Assessment Surveys and Assessment Dialogues - in order to determine when to advance to the next stage.

Based on the SASA!'s model, Spotlight will utilise a range of community mobilisation and social norm change activities, including:

- Utilising creative and fun materials like posters, comics, games, and drama to engage people spontaneously during their day-to-day activities, or to stimulate discussions and dialogues with organised groups.
- Engaging existing formal and informal groups (including local leaders, health workers, faith-based, cultural and religious organizations, police, prosecutors, para-social workers, private sector, or peer groups) with tailored materials, messages, and trainings to raise awareness, strengthen skills, and inspire action to prevent and respond to VAWG/HP and support SRHR.[89]
- Engaging men and boys through targeted dialogues in locations that men and boys frequent, as well as modification of popular local games to address issues of power, violence and gender equity.
- Utilising media - including radio, newspapers, and social media - to amplify the SASA! phase-specific messages.
- Organising phase-specific public events to learn more about preventing VAWG and SRHR (for example community fairs, dramas or films during the Awareness Phase), show support for

[89] Elements of *SASA! Faith*, will be utilized to specifically engage with religious leaders. According to the VAC Survey 2018, children and adolescents recommended engagement of religious and county leaders to lead awareness raising and norm changing activities. This is in line with the various propose activities engaging with children both in and out of school, community, cultural and religious leaders for prevention interventions.

survivors (example a survivor vigil during the Support Phase), or to take action (a march during the Action Phase).

- Providing training, mentorship, and technical support to local government personnel (including social welfare officers, LCs, para-social workers) and unpaid SASA! "community activists" to, among other things, enable them to understand and utilise the SASA! approach; analyse and explore connections between power, VAWG/HP, HIV/AIDS, and SRHR, both personally and within the community; and create policies and practices that encourage and sustain positive norm change.

To enhance sustainability and scalability of the SASA! approach, community mobilisation programming **will be implemented in partnership between civil society and DLG officials and structures** to allow for increased mentorship of and ownership by relevant DLG personnel, including the DLG's Community Based Service Department and Social Services Committee. This will require innovation and modification of SASA! to identify ways to integrate it into the formal government systems for scalability and sustainability. The Spotlight support will generate key learning on this which will contribute to scaling up SASA! nation-wide. The SASA! model will also be adapted to go beyond the issue of violence against women to include the issue of violence against children and harmful practices as well.

Spotlight will also continue RUNO engagements with religious and cultural leaders, men and boys in target districts, as well as compliment SASA! with additional multi-media campaigns.

Religious and Cultural Institutions

A MoGLSD 2011-2013 study revealed that Uganda has 12 major cultural institutions whose norms, values, beliefs and practices impact positively and negatively on women's socioeconomic status and ability to exercise their reproductive rights. Based on these findings, cultural leaders developed commonly agreed approaches to modifying these negative practices and empower their leadership to engage with communities on norm change. Similarly, systematic reviews of religious teachings from six major denominations revealed areas that potentially render women and girls vulnerable and curtail their full participation in society. These denominations developed leadership manuals that advocate for norm change with focus on equality.

Cultural and religious structures can exploit their leadership at various levels to reach up to 10 million people on a weekly basis with guided community messaging applying various channels to model desirable behaviours, provide counselling to affected individuals and household members, and apply sanctions to non-conforming community members. This movement has been initiated in all parts of the country but need to be expanded through further leadership capacity building, utilizing the tools developed by and with the denomination or cultural leadership, and facilitating of their interaction at the congregational and community levels.

Working with cultural and religious leadership as change agents, rather than target audiences for partner interventions, expands the community resources base, promotes efficient resource use through utilization of existing trusted systems and promotes sustainable programming. Spotlight will support training of cultural and religious leaders on the use of developed tools, reproduction of the generated messages in local languages, and facilitation of leadership interaction with individuals at household, community groups and congregation levels.

These pronouncements and tools were jointly developed with leadership of each of the major religious denominations and cultural institutions and are unique to their particular beliefs and practices. This top-level support will aid in the uptake by local-level religious and cultural leaders. In addition, Spotlight will also target and engage individual local-level leaders and institutions with social norm change messages, campaigns, and initiatives (SASA! and the He for She positive masculinity campaigns), which will help address individual resistance.

Harmful Practices

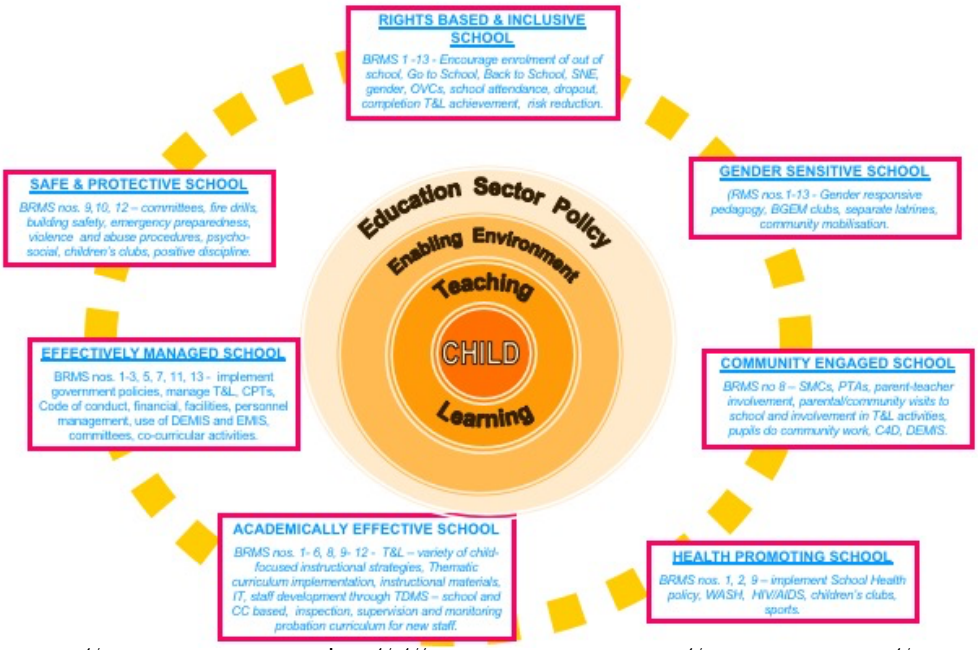
In districts with the highest prevalence of HP, Spotlight will also include targeted interventions specifically addressing social and cultural norms that perpetuate FGM and child/early marriage. These interventions will be coordinated with and complementary to the broader community mobilization interventions (SASA!) and engagements with in- and out-of-school youth and their families.

Spotlight will also work to build community consensus around public declarations against HP in select districts, including by working with religious and cultural leaders and community dialogues. In Amudat, FGM and child marriage will be addressed concurrently – FGM is seen as a passage to adulthood and once a girl has been cut she is seen to be ready for marriage. In other districts with high prevalence, Spotlight will focus on child marriage.

In addition, Spotlight will support the development and use of an IOM Displacement Tracking Matrix to manage the cross-border movement between Kenya and Uganda to practice FGM. Girls along the boarders move across into Kenya/Uganda to practice the cutting in hiding due to the existing laws or enforcement mechanisms in each country. Measuring and tracking this movement, which heretofore has not been possible, will help analyze the trend and inform FGM abandonment programming.

Children, Youth, and their Families – Child Friendly School and Sexuality Education:
In addition to community-wide programming, Spotlight will specifically target in and out-of-school children, youth, and their families. It will work within and enhance the existing government-approved frameworks – including the Ministry of Education and Sports' Child Friendly Schools Model; Reporting, Tracking, Referral and Response Guidelines (RTRR Guidelines);[90] and Parenting Guidelines, as well as the sexuality education framework (SEF) for in and out of school, which is currently under development – and will ensure coordinated engagement with parents, teachers, and administrators.

UNICEF's **Child-Friendly School Model (CFS)** is designed to holistically reduce violence and ensure safety of children through a rights-based, gender-equitable and inclusive school that is effectively managed, engaged with the community, and promoting healthy, violence free relations between girls and boys. It was approved by the Ministry of Education & Sports and aligns with the Ministry's Basic Requirements and Minimum Standards Indicators for Education Institutions (BRMS) to support a safe, protective and effective learning environment. CFS includes life skills/sexuality education, as well as support for parents, teacher, school management, club champions, and parent teacher associations. Spotlight will support the MoES to strengthen the CFS through further adapting elements of evidence-based models (including the Goods Schools Toolkit developed by Raising Voices) and Spotlight programme experience and lessons. It will ensure a participatory process to enhance buy-in from other stakeholders (including CSOs). In target districts, Spotlight will support the MoES to implement the Child Friendly School model and RTRR guidelines in primary and secondary schools.[91] The goal is, by the end of the programme, to have a better functioning and tested government model, with broad stakeholder support, for national scale-up.



[90] The M … nprove reportin … with the broader …

[91] This i … school manage … g environ … committees and boards to develop school improvement plans and monitoring that integrate protection, safety and inclusion.

Uganda's **sexuality education framework** for in- and out-of-school youth is still under development, but close to finalisation. Spotlight will work with the MoES to finalise the SEF, as well as to develop the SE implementation guidelines and learning materials. In target districts, Spotlight will work with MoE to implement the SEF, including engagements with and orienting district education stakeholders on SE, disseminating SE to learners through school clubs, and mentorship with girls in upper primary and lower secondary school. Given that the Child-Friendly School Model also includes sexuality education, albeit far more limited, Spotlight will advocate for the eventual integration of the Sexuality Education framework (for in-school youth) into the Child Friendly Schools model so that there is one comprehensive package of information in the schools. This is, however, unlikely to be achieved during the first two years of the programme.

Spotlight will support the roll-out of the MGLSD's **Parenting Guidelines** in target districts, which promote non-violent parenting methods and practices, including through developing training manuals and IEC materials and supporting Government to disseminate the National Parenting Guidelines and conduct trainings with institutions and service providers in target districts. Spotlight will ensure coordination of messaging and engagements with the broader SASA! community mobilization, Child Friendly School, and other norm change messaging and strategies to ensure complementary messages and approaches.

Targeted attention will be given to reach out-of-school youth and those most vulnerable to violence and abuse. In addition to the above community-wide and school-based interventions, Spotlight will take a four-fold approach to reaching out of school-youth: (1) Spotlight will support para-social workers in target communities to identify out-of-school youth – with particular emphasis on identifying the most vulnerable youth – and encourage them to return to school. Where school is not a viable option, the para-social workers will link the youth to existing livelihoods and empowerment programmes (including Empowerment and Livelihoods (ELA)). (2) Spotlight will support school-based clubs to actively engage their out-of-school peers with back-to-school, child protection, and SRHR information and messaging. (3) Spotlight will establish or equip youth corners in health facilities to provide youth-friendly SE, life skills, and VAC/HP and SRHR services. Through the youth corners, Spotlight will support peer-to-peer mentoring with out-of-school youth and out-of-school clubs/forums. (4) Spotlight will scale up use U-REPORT, a mobile application that can be utilized to engage children and young people, monitor perception of VAWG/HP and SRHR and service delivery, and engage children and young people in other issues that affect them.

Key Risk or Contributing Factors in VAWG:

Spotlight will also address key **risks or contributing factors** to violence against women and children, such as alcohol abuse, access to justice and impunity, economic and livelihood opportunities, insecure physical environments/public spaces,[92] as well as girls dropping out of school,[93] discriminatory teaching pedagogy in schools, and discipline methods by parents and teachers (see above). According to the Uganda Bureau of Statistics 2017 national household survey, a woman's financial dependency on a man (81% women, 83% men) and bride price (72%) are main reasons women stay in abusive relationships. The main reasons women and girls don't report incidents of violence are poverty (92%), lengthy formal justice procedures (87%) and weak enforcement of the laws (79%). In addition, according to the UDHS 2016, women whose husband/partner is often drunk are much more likely to experience spousal violence than women whose husbands/partners are not.[94]

[92] For example, poor lighting, lack of safe spaces, and distance travelled to access schools, services, or firewood.
[93] A known push-factor into early/child marriage and the commercial sexual exploitation of children.
[94] Often drunk (84%), sometimes drunk (66%), drinks but never drunk (42%), does not drink alcohol (45%).

To align with the "leave no one behind" principle, targeted attention will be given to communities at high-risk of violence, including migrants, refugees, adolescents, rural poor, victims of trafficking, sex workers, in school and out of school girls, women and girls with disabilities, and those living with HIV/AIDS.

- Impunity and Access to Justice: Community mobilization efforts will support implementation of VAWG and HP legislation to end impunity and prevent recurrence of violence, including by encouraging reporting and referrals of VAWG/HP and integrate SBC strategies to address attitudes, beliefs, and norms that discourage reporting, prosecution of perpetrators, and access to SRH and VAWG services with broader community mobilization activities with community members, stakeholders, and duty-bearers. This risk-factor is also specifically addressed in Pillar 4.
- Alcohol Abuse: Community mobilization and norm-change efforts will include integrated messages on alcohol abuse. This risk-factors is also addressed in Pillar 2, through supporting districts to design and implement by-laws related to alcohol.
- Economic and Livelihood Opportunities: Spotlight will also integrate empowerment and gender equality into livelihood programming, This includes (i) expanding integration of GBV and SRHR into the proven at-scale empowerment and livelihood for adolescents (ELA) through financial literacy, mentorship, adolescent health promoters and adolescent club, (ii) strengthen community engagements with government programmes,[95] including linking women and young people to Government and private funding streams, and (iii) supporting the formation and formalisation of small-scale women businesses including those in Artisanal and Small-scale Mining (ASM) Associations and farming associations etc. and facilitate linkages to value chains and financing opportunities.
- Safe Spaces: Tailored action will be taken to further promote safe environments in refugee settlements to reduce risks of SGBV and general violence, including with solar lighting, single-sex toilets, energy-efficient cooking technologies (to minimise SGBV risk during firewood collection), and equipping safe spaces/corners for women and girls. In urban centres, Spotlight will support districts to conduct safety audits/assessments and develop comprehensive interventions for prevention and response to VAWG in public spaces.

  Spotlight will scale innovative approaches in work with the private sector to promote social responsibility to address VAWC and create safe work environments through the **Gender Seal Programme for Private Enterprise Certification** pioneered by UNDP.

Lesson Learned

Pillar 3 interventions are built on evidence-based models, which support integrated and coordinated social norm change messages and interventions across the ecological model. Additional lessons learned from past and ongoing interventions to prevent harmful practices, emphasise the importance of engaging government at all levels, throughout the programming cycle for the purpose of acceptability and sustainability. In addition, proposed interventions need to be embedded into existing National and Local Government development plans, using existing government structures and frameworks to facilitate government ownership, support and scalability.

Sustainability

By working through local communities and existing structures, community mobilisation, norm change, and activism are more likely to be sustained. To further enhance sustainability and scalability of the SASA! approach, community mobilisation programming will be implemented with and by local officials and will include extensive mentoring and technical support to DLGs. The Child Friendly Schools model and Sexuality Education Frameworks are government-led initiatives, increasing the likelihood that they will be sustained at the conclusion of the programme.

See Annex 3 for additional details on interventions by output.

[95] Linking identified vulnerable women and girls during Output 1 and 2 activities.

Geographic Scope and Estimated Beneficiaries

Outcome 3 interventions will be implemented in all six Spotlight districts, but will be targeted to specific locations and issues to maximize project resources and impact. Programme will be implemented throughout Tororo, Kasese, Kitgum, and Amudat districts, with messaging focused on FGM in Amudat only. In Arua and Kyegegwa, sub-county and community-level programming will prioritise sub-counties with refugee settlements and host communities. In Kampala, interventions will initially focus on a few select slum communities, in order to demonstrate impact and the unique programming in an urban context, to scale in the second half of Spotlight programming.

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect
Women	**128,215**	**1,198,300**
Girls	**479,739**	**448,840**
Men	**120,027**	**1,074,970**
Boys	**469,397**	**405,860**
TOTAL	**1,197,378**	**3,127,970**

Outcome 4: Quality Services

Theory of Change

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

OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery for violence.

Output 4.1: Relevant government institutions and CSOs at national and sub-national levels have better knowledge, capacity, supplies and tools to deliver quality, trauma-informed, coordinated multi-sector VAWG/HP essential services and integrated SRHR services, especially those facing intersecting forms of discrimination.

Output 4.2: Women and girls at risk of VAWG/HP and communities have the knowledge of and can access quality essential services and integrated SRHR services, including longer term recovery services and opportunities.

Output 4.3: Perpetrators of VAWG/HP are effectively and efficiently prosecuted in line with the law and international human rights standards and guidelines (with the aim of increasing deterrence, ending impunity, and increasing justice for women and girls).

Overview

This pillar aims to strengthen the ability of survivors to effectively access quality and survivor-centered essential VAWC/HP and integrated SRHR services,[96] and strengthen the capacity of service providers to deliver services, while ensuring that perpetrators of VAWC/HP are held accountable in accordance with the law and international human rights standards.[97]

Unified Protection and Case Management Systems

A key approach will be to build on, integrate, and strengthen the existing protection system's coordination and referral mechanisms and ensure relevant guidelines/SOPs are streamlined to address key issues in an integrated manner. This will be done in close partnership with Pillar 2, as part of a system's strengthening approach. Currently the protection mechanisms in Uganda are fragmented, often creating parallel and duplicative coordination and referral mechanisms for different categories of survivors. This model is not efficient or sustainable by the district local governments; thus, we are proposing a **unified protection system for women, girls and boys, and other vulnerable groups**.[98] Strengthening and clarifying the government's protection system will not only contribute to the sustainability of results achieved under Spotlight, but it will also provide clearer national standards under which CSOs can contribute to service delivery in coordination with DLGs.

A component of an effective protection system is **integrated referral pathways and case management.** Spotlight will improve case management for survivors of VAW/C and HP focusing on strengthening the social welfare workforce at district, sub-county and village levels in coordination with Pillar 2. Accordingly, Spotlight will provide support to second the equivalent to assistant CDOs at the sub-county level to improve the quality of case management and increase the number of cases that can be handled in a professional manner. Combined with the findings of the Ministry's functional review, results will be used to advocate for increasing the quantity and quality of government case managers and social workers at sub-national levels. Based on findings from the function review, specialized trainings will be developed to support Probation and Social Welfare Officers at district level who will provide support and supervision to existing and seconded Community Development Officers and other case workers at the sub-national level.

Furthermore, Spotlight will work with the MGLSD and MLG to expand the successful SAUTI National Child Helpline and corresponding Departments of Community Services (or Social Welfare Offices), including the Child Helpline District Action Centres, to include violence against women, as a key part of the protection system for reporting, referring, and managing cases of VAWG/HP in target districts. The MGLSD has agreed to integrate the helpline at systems level but not at operational level. There is need to bring the MGLSD onboard as it is a key stakeholder in strengthening a "unified one protection system." Furthermore, SAUTI is currently being upgraded to enable the registration of walk-in cases, which will help ensure that all cases of violence are registered in the helpline case management system. Multi-sectoral referral protocols and SOPs will also be reviewed and developed to ensure proper integration.

Barriers and Gaps in the Delivery, Access, and Uptake of Essential Services

Guidance for essential services shall be based on the essential services package that aims to mitigate the consequences that violence has on the well-being, safety, and health of women and girls, assist in the recovery and empowerment of women, as well as stop violence from re-occurring. The package puts into action the obligations made by countries for the provision of services for VAWG that address

[96] Guidance for essential health services is based on the World Health Organization (WHO) clinical and policy guidelines on responding to intimate partner violence and sexual violence against women, in keeping with WHO's mandate to set standards in the health system.

[97] Services will also be child-friendly to enable all children to access needed protection services and to ensure a systems and comprehensive approach.

[98] As a result, throughout this program, when we are addressing an integrated protection system and corresponding integrated tools and curriculum, it will include VAWG/HP and integrated SRHR. However, given the Spotlight focus on women and girls, other interventions will focus exclusively on VAWG/HP and integrated SRHR. (UNICEF will focus on all children who experience sexual abuse.)

the adverse effects of violence on the agency of women and girls. The Essential Services Package[99] reflects the vital components of a multi-sectoral response for women and girls subject to violence and includes health, justice and policing services, social services, coordination and governance mechanisms. In addition, global child protection guidelines will also be referred to ensure the strengthening of the overall protection system and interventions will be aligned with the National SRHR Policy Guidelines and Services Standards.[100]

Currently, all government institutions, including health, social welfare, legal aid providers, police, prosecutors, the judiciary and immigration/border officials face human resource, technical and financial gaps, among others, that negatively impact women's and girl's access to essential services and overall, on the rights of women and children. In addition, one of the most critical barriers to effective service delivery is a marginalised and disempowered social welfare workforce.[101] Guided by the theory of change, **interventions will focus on addressing barriers and gaps in service delivery and access** to VAWG/HP and integrated SRHR services. Specific interventions will be informed by a gender risk and barrier analysis of women's access to quality services, which will be conducted at the inception of the programme, as well as the findings of a functional review of the MGLSD's social welfare workforce (currently underway).

Specific interventions to address these gaps and bottlenecks will include:

- Working with communities and religious and cultural leaders to raise awareness on rights and available services, ensuring materials are translated and adapted to reach vulnerable groups, including refugees and youth;
- Addressing stigma associated with reporting, access and utilisation of services (in coordination with Pillar 3 mobilization and social norm change strategies);
- Strengthening the technical capacity of key government institutions and other relevant partners, including CSOs, to deliver essential services, including through trainings, supervision, technical support, job aids, IEC materials, and innovative government-CSO partnerships;[102]
- Strengthening the social welfare workforce at sub-national levels, through specialized trainings and provision of seconded staff at the sub-county level;
- Increasing availability of equipment, supplies, and commodities essential for service delivery and prevention of HIV, including for emergency contraception and Post-Exposure Prophylaxis (PEP), forensic/assault investigations kits, and for the provision of integrated SRHR other essential VAWG/HP services; and
- Strengthening case management and referral services to support women and children to receive the comprehensive package of services necessary for short and long-term recovery.

[99] The Essential Service Package represents the different services provided to all women and girls who have experienced GBV, including services that should be provided by the health, social services, police, and justice sectors. It includes multi-sectoral responses and coordination through government structures. The Essential Services Packages is aligned with the GoU services, although there are gaps in the provision of social services, accessibility, quality, and staffing, among other mentioned herein.

[100] In particular, components 1 (SRH for adolescents and youth), 2 (safe motherhood, maternal and new-born health care), 3 (obstetric fistula), 4 (integrating STI/VIV and AIDS and SRH services), 8 (family planning and contraceptive service delivery). and 9 (SGBV).

[101] According to Social Service Workforce Alliance, "[t]he social service workforce is defined as paid and unpaid, governmental and nongovernmental professionals and paraprofessionals working to ensure the healthy development and well-being of children and families. The social service workforce focuses on preventative, responsive and promotive programs that support families and children in our communities by alleviating poverty, reducing discrimination, facilitating access to needed services, promoting social justice and preventing and responding to violence, abuse, exploitation, neglect and family separation." Currently in Uganda, the focus is on professionalizing social work and advocating for a stronger government workforce."

[102] To ensure services are delivered in line with the global Essential Service Package, and other national packages, service standards and guidelines. (Recommendations of the 2013 Commission on the Status of Women). These include the National GBV Policy and Action Plan, the SGBV shelter guidelines, and SGBV clinical management guidelines and protocols, guidelines related to the humanitarian context and the national VAC response plan.

Spotlight will likewise address **physical barriers in access to services** in remote communities and the unique needs of **survivors from typically left behind groups**. This includes:

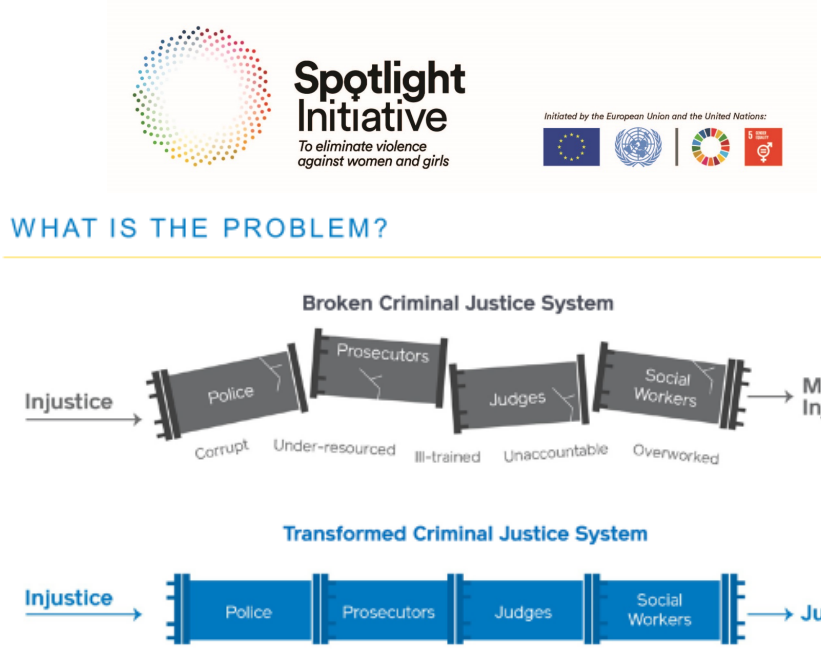
- Utilizing mobile service delivery through mobile SRHR camps (with integrated VAWG/HP information, awareness, and referrals),[103] fistula repair outreaches and support for transporting women and girls to regional hospitals for treatment, facilitating recruitment of midwives in remote and refugee communities, mobile legal aid clinics, mobile courts in refugee settlements, and special VAWC High Court sessions in remote districts and communities without an accessible High Court.[104]
- Leveraging the health system and SRH service providers to reach and support survivors of sexual and physical violence, including during the provision of SRHR services. This will require strengthening of the integration of VAWG into SHR service, in particular for effective screening and early identification of cases; referral and supporting survivors to report violence and/or seek other support and protection; provision of survivor-friendly, child-friendly, and trauma-informed medical services; and to properly document abuse and harm and provide medical-legal evidence to support prosecution of VAWG-related cases. Spotlight will also support the Ministry of Health to integrate VAWG, including SGBV/HP, into SRHR policies and programs.
- Disseminating innovative technological solutions to disseminate information and facilitate reporting/referrals, including SafePal,[105] GetIn,[106] U-Report,[107] and the SAUTI Helpline.
- Strengthening partnership with LC, religious and cultural institutions to enhance service delivery, reporting, and referrals, including by training informal institutions on identification, counselling, reporting and referral of cases of VAWG/HP, as well as utilizing alternative dispute resolution guidelines – in appropriate cases – that are designed to protect the human rights of women and girls, emphasize survivor safety, voice, and agency, and ensure perpetrator accountability.
- Strengthening community-based structures to provide support, court accompaniment, and long-term recovery for survivors: This includes creation of peer-support groups, neighbourhood watch groups (in refugee settlements and host communities), and training and equipping of community-based social workers.

Through the comprehensive/essential service package, survivors will be able to access timely and quality essential services and information. Effort will be made to ensure there is effective coordination, M&E support, supportive supervision and quality assurance working jointly with relevant local governments and actors like police, judiciary, legal aid service providers, education, health, and social welfare workforce at that level. The services offered must aim to secure the rights, safety and wellbeing of all women and girls who experience violence.

Ending Impunity for VAWG/HP

A final key approach will be to support government **interventions to end impunity for VAWG/HP and increase justice for women and girls**. Currently, reporting of VAWG/HP remains low and cases experience dismissal more often than conviction, resulting in impunity for many VAWG/HP-related crimes and ongoing violence. Yet, when perpetrators of VAWG go unpunished, it exposes survivors to ongoing violence and abuse, sends a message to the community that VAWG is tolerated and accepted, deepens the roots of gender inequality and abuse of power, and has a chilling effect on other survivors' willingness to report and receive help. VAWG will not end until the community and government end impunity for VAWG.

[103] SRHR outreaches/camps will include integrated fistula outreach, cancer-screening, STI and HIV screening, counselling and testing, family planning, and VAWG/HP information and awareness and referrals.
[104] Mobile courts will be utilized in refugee settlements. Special High Court sessions will be brought to districts and sub-counties without a High Court and a backlog of VAWG-related cases.
[105] SafePal a mobile application that allows young people to anonymously report incidents of sexual violence and be linked to the closest service delivery point.
[106] GetIN is a mobile application that supports midwives and Community Health Extension Workers (CHEWs) to identify, record and follow-up with most-at-risk pregnant women in rural areas.
[107] U-Report enables reporting of violence by text message, which is then connected with the Child HelpLine and District Action Centres.



To address this, we will support JLOS (specifically the UPF, DPP, and the Judiciary) and other relevant institutions to institute reforms, training, guidelines and resources designed to expedite cases of VAWG/HP (including plea bargaining, special court sessions, and justice for children coordinators at High Courts to fast track child-related cases) and address key obstacles to successful investigation and prosecution (including lack of medical evidence).[108] Yet recognizing the inherent limits of relying on training and periodic supervision to produce meaningful change, **Spotlight will pilot an innovative and evidence-based mentorship model,** wherein implementing partner staff investigate individual cases of VAWG/HP alongside police officers, prosecute cases on "Watching Brief" alongside prosecutors, and develop survivor support plans and case management services with social welfare officials. Utilizing this approach - coupled with other justice system strengthening, behaviour change, court accompaniment, and community mobilisation interventions – International Justice Mission Uganda demonstrated a significant improvement in the performance of the target justice sector actors and a nearly 50% decrease in the prevalence of gender-based/succession-related property grabbing, and a 37% decrease in violent property grabbing, from widows and orphans. Spotlight will pilot this model in two districts, with the plan to scale it up to other Spotlight districts in the second half of the programme, as well as to integrate lessons learned into the government's own structures, accountability mechanism, and performance management tools to ensure sustainability and scalability in the long term.

Recognizing the current limitations of the formal justice system and the diverse needs of survivors and communities, Spotlight will also work with local government officials (LCs), religious and cultural leaders – often the first people to whom survivors turn to for support – to develop **alternatives to traditional mediation in cases of VAWG.** The general consensus among those who work with survivors of VAWG in Uganda, particularly domestic violence and sexual violence, is that mediation is ineffective in stopping patterns of abuse and places the survivor at increased risk of violence. Yet the practice of mediating such conflicts persists, leading to impunity and perpetuating the abuse. Drawing on piloted models - including the Centre for Domestic Violence Prevention's innovative "Responsibility Meetings" – Spotlight will develop and disseminate alternative dispute resolution guidelines to support local, religious and cultural leaders to resolve appropriate cases of VAWG, refer and follow-up cases with the police,[109] enhance survivor safety and hold perpetrators accountable.

Lessons Learned

Pillar 4 builds on key lessons learned in other programming, including:

- Separate protection systems, interventions and trainings are unsustainable by national and

[108] UNICEF's own financial contribution will enable select cases of violence against boys to be included during investigation and prosecution phases to build the capacity of justice officials to handle different types of cases from a systems approach.

[109] For example, ADR is not recommended in cases where the survivor is in great danger (for example where the offender threatens to seriously harm or kill the victim), the offender is likely to commit further harm to the victim or facilitator, the nature of the violence warrants police and court involvement, or where a child is involved in the violence.

district local governments and MDAs. UN agencies must integrate our own programmes, allowing one agency to lead financially, but implement jointly with each agency providing their technical expertise. An integrated system leads to a more efficient use donor and government resources, while enhancing protection and multi-sectoral service delivery.

- Training alone is insufficient to improve the capacity of government officials to provide essential services. Instead, in-service trainings must be based on a capacity assessment, and accompanied by hands-on mentoring, political will and social norm change within institutions, accountability mechanisms, effective performance management, and social accountability/demand for services. High quality, integrated VAWG, including SGBV/HP, trainings must be institutionalized into all pre-service trainings for sustainability and scale.
- Mentoring models not only provide hands-on capacity building with officials and sustainably increase service quality, but also can be used as a diagnostic tool to identify gaps and barriers to women and girl's access to services, including SRHR and justice, and can inform the design of accountability and performance management systems and tools, as well as pre-service and in-service trainings.
- Separate and disjointed interventions with JLOS institutions are less effective than strengthening the whole justice system pipeline, in a mutually enforcing and coordinated manner, from local community leaders (LCs), to social workers, to police, prosecutors, and judiciary.
- Informal and traditional institutions play a key role in the protection framework, particularly in under-resourced and difficult to access communities, but need innovative tools and support to understand the scope of their mandate and authority (e.g. what types of cases must be linked to the formal system) and implement ADR that still protects the rights and safety of women and girls, and ensure effective perpetrator accountability.

Sustainability

Spotlight Initiative will utilise a system-strengthening approach to improved service delivery, with lessons from piloted interventions feeding back to strengthen the overall system. Streamlined systems and tools for service delivery – including the one protection, referral, and coordination system and integrated trainings, guidelines, and protocols – are more efficient and easier to sustain.

Pillar 2 outcomes will support sustainability of interventions, including institutionalisation of pre-service and in-service trainings; development of accountability, monitoring, and performance managements systems; and improved GRB and participatory and gender-responsive planning. Pillar 3 outcomes will likewise enhance sustainability. Individual and institutional changes in underlying norms and beliefs under Pillar 3 will support uptake and sustainability of pillar 4 interventions, as will strengthened social accountability systems from Pillars 2 and 6.

While some direct procurement of equipment, supplies, and commodities, and direct staffing support is required during the programme, efforts will be made to develop an exit strategy with the government taking on additional financial responsibility (for example, in the staffing of the SAUTI Hotline). These efforts are aided by pillar 2 outcomes.

See Annex 3 for more details on interventions by output.

Geographic Scope and Estimated Beneficiaries

Outcome 4 interventions will be implemented in all seven Spotlight districts, but will be targeted to specific locations and issues to maximize project resources and impact. The programme will be implemented throughout Tororo, Kasese, Kitgum, and Amudat districts. In Arua and Kyegegwa, sub-county and community-level programming will prioritize sub-counties with refugee settlements and host communities. In Kampala, interventions will initially focus on a few select slum communities, in order to demonstrate impact and the unique programming in an urban context, to scale in the second half of Spotlight programming.

Given programming costs, the IJM Mentoring Model will initially be implemented in Kasese and select Kampala communities with the expectation of expanding to Tororo and Kitgum in years three and four.

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect
Women	**2,247,364**	**1,198,300**
Girls*	**848,152**	**1,130,100**
Men	**1,255,246**	**901,620**
Boys*	**725,172**	**1,104,730**
TOTAL	**5,075,934**	**4,334,750**

Outcome 5: Data availability and capacities

Theory of Change

If (1) Measurement and methodologies for data collection, estimation, and reporting of VAWG/HP and SRHR are improved and strengthened (including monitoring and reporting requirements for relevant SDG target indicators; linking and harmonization of administrative data and information systems; and expansion and use of CIS to collect district-level data)
If (2) the capacity of national and sub-national institutions to collect, analyse and use disaggregated VAWG, including SGBV/HP, data in line with globally agreed standards is strengthened (including for data mining of available data sets for evidence-based planning, policy development, and policy advocacy); and
If (3) disaggregated data (including, to the extent possible, by age, ethnicity, location, socio-economic status, disability) are made accessible and disseminated to be used by planners, policy makers, and civil society
Then (4) laws, policies and programmes will be based on evidence and better respond to the specific contexts and realities of women and girls in Uganda, including those most marginalized,
(5) because they will be based on quality, disaggregated and globally comparable data.

OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes

Output 5.1: Key partners including relevant national statistical officers; services providers in government (UBOS, JLOS, Security, health, education, psychosocial, Gender); CSOs have strengthened capacities to regularly collect data related to VAWG/VAC/HP and SRHR in line with international and regional standards to inform laws policies and programmes.

Output 5.2: Quality data on prevalence and/or incidence data on VAWG/VAC/HP is analysed and made publicly available for monitoring and reporting on SDG 5.2, 5.3, 5.6 and related SDG targets to inform evidenced based decision-making.

Overview

Prevalence Data

Through the Spotlight Initiative, there is an opportunity to scale up the Community Information System (CIS) to add VAWG/VAC/HP and SRHR data collection and collect annual, district-level VAWG/HP prevalence data. CIS is a community level household survey undertaken annually by the government, currently in 50 districts, including four of the seven Spotlight target districts.[110] If additional questions are integrated into the existing survey, community-level data on VAWG/HP and SRHR could be collected and reported annually.[111] The CIS data can also be used to strengthen community reporting

[110] Advocacy efforts are already underway for the remaining three districts to be included in the next phase of the government's CIS roll-out, which Spotlight will then help facilitate.
[111] For example, prevalence of harmful practices and violence against women and children of all age groups; violence during pregnancy or due to childlessness; adolescent pregnancy linked to sexual violence; inability to access contraception due to cultural or social norms and laws; unmet need for FP amongst sexually active

mechanisms and serve as a feedback loop on access to services. Through this initiative, the estimation of VAWG/HP and SRHR related indicators will be possible for all age-groups, gender, and at lowest geographical levels. It will support more holistic reporting of the magnitude of VAWG/VAC/HP and SRHR, and augment the national 5-year periodic surveys.

The Uganda Bureau of Statistics, the principal national data agency, follows international guidelines and standards, including International Ethical and Safety Guidelines for Surveys, and is subject to information sharing protocols to ensure anonymity and confidentiality of survey participants. For collection, analysis and dissemination of data on VAWG/HP/SRHR, international standards on ethical and safety considerations will be adhered to in order to avoid compromising the quality of the data, putting respondents and interviewers at risk, or violating women's privacy and confidentiality.

Incident and Administrative Data

Spotlight will strengthen the collection and use of VAWG/HP incident and administrative data, to identify patterns, understand the nature of VAWG, and improve service delivery and mitigation measures. Currently, Uganda's data collection systems are fragmented and sporadically utilized. The SAUTI National Child Helpline (for VAC) and National GBV Database (for VAW), are the most reliable systems for collecting of VAC/VAW/HP-related administrative data, although have not all been effectively rolled-out in all districts. However, to achieve their full functionality and to aid comprehensive analysis of the full package of rights, these case management systems need to be merged, and be harmonized and linked with other systems, including HMIS (health management information systems), EMIS (education management information system), OVC (orphan and vulnerable children database, also managed by the MGLSD), CRVS (civil registration and vital statistics, supported by UNICEF) and JLOS institutions (UPF, DPP, and Judiciary, which themselves need to be linked and integrated).[112] Integration and/or harmonization of data systems and collection processes will not only reduce fragmentation and improve reporting, but will support more effective and coordinated responses to incidents of VAWG and move towards the formation of a single data protection system.

The Ugandan government and relevant sectors have recognised the need to develop more integrated and reliable systems for collecting VAWG/VAC/HP and SRHR-related data. Spotlight, in collaboration with the government and in coordination with other interested donors (World Bank and UNECA), has the opportunity to support this critical initiative, including by reviewing and exploring the feasibility of integrating, harmonise, and standardise existing data collection tools, systems (including IT based systems), and resources (skills and equipment). Based on the feasibility study, Spotlight will begin a phased integration of the NGBV database and SAUTI Child Helpline database, as well as linkage to other sector IMS platforms,[113] and support the roll-out of the linked NGBVD/SAUTI to target districts.

Interventions will also include development of harmonised indicators and a comprehensive data sharing protocol with the MGLSD, to ensure the safety and confidentiality of survivor information.

Capacity Building for Data Collection and Analysis

To achieve the aims of the Spotlight Initiative we will need to build the capacity of key MDA actors, target districts' Statistical Committees and Planning Units, and other actors in the data eco-system at national and sub-national levels to collect, analyze, visualize, interpret and use data for planning and decision-making.

Data Analysis and Use

Given the extensive – albeit disparate – data that already exists through national surveys and MDAs, and will be generated through the CIS, Spotlight will capitalize on the opportunity to mine the data and

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adolescents, social or cultural norms or other obstacles that inhibit reporting of violence and access to services for women and girls.

[112] Spotlight will explore the propriety and feasibility of linking these administrative systems with the Uganda National ID system. Each Ugandan who receives a national ID is given a unique national identification number (NIN). This NIN could be integrated into the different administrative data systems thereby enabling the tracking of each individual who receives the various services. Spotlight will explore the integration of the national ID and the implementation on the safety and confidentiality of women and girls.

[113] JLOS, HMIS, EMIS, OVC, the National Child Helpline, CVRS, National ID, and CRM-MIS.

conduct in-depth analysis to inform policy, social and economic development planning, and policy advocacy. Spotlight will work with the Uganda Bureau of Statistics (UBOS), academic institutions, civil society organization and women's groups, and MDAs to analyze existing data sets; develop policy briefs, statistical abstracts, fact sheets, brochures, maps, and VAWG/HP profiles; and develop a public online platform including the SDG dashboard and linked to the U-Report for monitoring and reporting on VAWG/VAC/HP and SRH.

Partnerships with the National Planning Authority (NPA), Ministry of Local Government (MoLG) and the National Population Council are also critical in transforming population data into demographic intelligence to inform policy, social and economic development planning, policy advocacy for elimination of VAWG/HP and improvement of SRHR. In this vein, technical and financial support will be provided to target institutions including the Uganda Bureau of Statistics, National Planning Authority and academia to support collection, analysis, visualization, interpretation and packaging of gender-disaggregated data in all national surveys.

To ensure that the experiences of women and girls facing multiple and intersecting forms of discrimination are adequately accounted-for in the data and analysis, Spotlight will support institutions to better disaggregate the data by relevant criteria (including age, sex, socio-economic status, location, ethnicity, marital status, urban/rural, and disability). Although Spotlight will not directly fund qualitative data collection through Pillar 5, it will supplement the quantitative date with qualitative data from other pillars and related programmes.

Lesson Learned:

The lack of sex-disaggregated data and statistics that make gender gaps visible has resulted in an incomplete picture of women's and girls economic, political and social situations and the extent of violence against women and girls, especially at district level. Through the Spotlight Initiative, gaps in data collection on VAWG, including SGBV/HP and SRHR, at the lowest level will be addressed through CIS, an institutional survey mechanism by the Uganda Bureau of Statistics. Linking of IMS will supplement availability of disaggregated data on VAW/HP/SGBV and SRHR in real time.

Sustainability:

By integrating VAW/HP/SGBV/ and SRHR into CIS which is an institutional community survey mechanism of the Uganda Bureau of Statistics generating district level data and small area statistics.

Linking and merging of data systems is cost effective in the long run, rather than sustaining fragmented IMSs. It is also within the long-term vision of government, which supports sustainability.

See Annex 3 for more details on interventions by output.

Geographic Scope and Estimated Beneficiaries

Outcome 5 interventions will be implemented in all six Spotlight districts.

Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect
Women	**99**	**9,367,090**
Girls		**10,422,410**
Men	**99**	**8,589,100**
Boys		**10,444,500**
TOTAL	**198**	**38,823,100**

Outcome 6: Strengthening the Women's Movement

Theory of Change:

If (1) the knowledge, expertise and capacities of an inclusive women's movement (including women's rights organisations, autonomous social movements and civil society organisations, including those

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

OUTCOME 6: An inclusive and strengthened women's movement (constituted of women's rights groups, autonomous social movements, advocates, civil society organisations, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, religious and cultural leaders, the private sector and other stakeholders) more effectively influence and advance progress on GEWE and VAWG, including SGBV/HP.

Output 6.1: Women's rights groups and relevant CSOs,[114] have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national, national, regional and global levels.

Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including SGBV/HP, and GEWE more broadly

Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/ marginalization[115] have strengthened capacities[116] and support to design, implement and monitor programmes on gender-equity, VAWG, including SGBV/HP, and promote women's and girls' SRHR.

Overview

The overall goal of this pillar is to create a strong, vibrant, inclusive and active women's movement in Uganda which engages on a wider range of issues and with non-traditional groups, reaches from national to local levels, and is held together by a shared set of core values, rather than a single issue or advocacy initiative. This pillar is designed to empower women and youth, particularly those who have traditionally been excluded from the women's movement, to take collective action for gender equality and women's rights. It is premised on the belief that to be effective and sustained, the women's movement needs a shared platform and institutional strengthening, support to engage in accountability mechanisms, and capacity building and mentorship.

Engagement with and building of an inclusive women's movement will be guided by the principles of inclusivity, diversity and leaving no one behind. Thus, interventions will purposefully target a diverse set of groups – beyond existing CSO partners – to ensure that all women and girls, particularly groups facing intersecting forms of discrimination are represented.

The interventions under this pillar aim to address some of the key issues that were identified in the Ugandan context:

[114] Including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization
[115] Including young women, rural and grassroot organizations.
[116] Including civic education, leadership, capacity to monitor, and capacity to effectively and safely engage.

First, the women's movement needs an actual space/forum where key actors from all spectrums of society – including youth and those facing intersecting forms of discrimination – can meet, network, set common agendas, strategise and organise to advocate for and advance gender equality and women's rights in Uganda. This is critical at both the national and sub-national levels. Creating spaces at the sub-national level, as well as platforms for marginalised groups to convene, is important to enable actors representing a broad range of women and girls – including youth, persons with disabilities, refugees, and others – to organise and meaningfully participate in the movement. To achieve this, Spotlight will provide support for:

- Convening multi-sectoral platforms for the women's movement, including facilitating the participation of marginalised groups and engaging a broad range of stakeholders, at the national and sub-national levels;
- Specific engagements with youth, men, business women and working women, refugees, media and other key stakeholders to mobilize collective action to advance the rights of women and girls;
- Mentoring of young women and women from marginalised groups into the women's movement; and
- Collective action and solidarity, including strengthening the movement's capability to respond to emerging issues, for example through issue-based advocacy, joint communication strategy, and around key events/campaigns.

In addition, Spotlight will prioritise strengthening the movement's institutional capacities and sustainability by supporting research – including a study on the cost of sustaining the women's movement - and knowledge generation, management, documentation, and dissemination.

Second, the women's movement in Uganda needs additional support to effectively monitor and report on Uganda's implementation of international and national commitments, as well as to develop accountability mechanisms to ensure that these commitments are resourced. Accordingly, Spotlight will support women's rights organisations to monitor and hold government accountable for adoption, implementation and financing of selected national, regional and global commitments and standards on gender equality and women's empowerment. These include national commitments on gender-based budgeting across government ministries and sectors, the CEDAW Alternative Report, and the implementation of the National Action Plan on 1325 (and related regional and international instruments on women, peace, and transitional justice). To be effective, this will also require support for the women's movement to engage on regional and global platforms, including by securing strong representation of women at EAC, AU and CSW. Of particular importance will be ensuring a more inclusive, representative participation in these fora, including from those representing youth and those facing intersecting forms of discrimination. This output also aims to address issues of civic education in Uganda.

Finally, the Pillar aims to build the practical capacities of the women's movement, in particular grassroots organisations, youth and those facing intersecting forms of discrimination. This will include, among others:

- Leadership development;
- Budgeting and financial accountability;
- Technical skills to design, implement, and monitor their own programmes;
- Knowledge of how to engage in governmental/intergovernmental processes, including in subnational level participatory planning and budgeting mechanisms;
- Effective and safe engagement in advocacy, accountability, and monitoring of gender-equity and VAWG/HP/SRHR-related policies;
- Financing and increasing capacity to access funds; and
- Documenting work and knowledge management.

An additional aspect will be support to women's human rights defenders, including the development of guidelines on safety of women's human rights defenders, both online and offline.

Lesson Learned:

From past experience in Uganda, several lessons can be drawn that will be addressed in this programme:

- For the women's movement to be effective, it will need to be inclusive. The movement must build bridges with non-traditional actors, including by engaging men, and take into account the needs of those facing intersecting forms of discrimination, the youth, refugee women and girls, persons with disabilities, rural women and girls, and others. The inclusivity of the movement will be key to building a common goal – of advancing the rights of all women and girls in Uganda, as opposed to the fragmented, issues-based actions currently undertaken. The challenge will be with entry points and framing the issues in a way that speaks to everyone, this is why the programme (under Output 6.1) has allocated specific funding for engagements with these stakeholders. The strengthening of the platform and of these actors ability to participate in Uganda and regionally will be key to strengthening this common cause.
- The lack of sustainable funding has made it difficult to sustain the movement, movements need a certain level of funding to be sustained. However, Spotlight will address this funding issue and has allocations in place to support future fund-raising efforts (i.e. Study on the cost of sustaining the women's movement; capacity building efforts under Output 6.3).
- There has been a backlash against champions of women's rights who stand up and speak out, this includes women in power and activists alike. The programme will therefore contain an element on safety of women human rights defenders. Women need to be enabled to speak out without jeopardising their own safety.

Sustainability

Sustainability for this pillar is challenging, given that the costs associated with the interventions cannot be taken over by the government – as this goes against the nature of having an independent women's movement that can advocate and hold government accountable. However, this pillar envisions a study on the economic cost of sustaining the women's movement, which can be used to lobby for needed ongoing resources. The women's movement will also be equipped with the results of this programme – for what it can achieve when it has funding. In addition, a significant amount of programme activities under Output 6.3 include capacity building and mentorship, which enhance sustainability.

Geographic Scope and Estimated Beneficiaries

Outcome 6 interventions will be implemented in all six Spotlight districts. In Arua and Kyegegwa sub-county and community-level social accountability interventions will prioritize sub-counties with refugee settlements and host communities, and in Kampala - selected slum communities.

Estimated No. of Beneficiaries

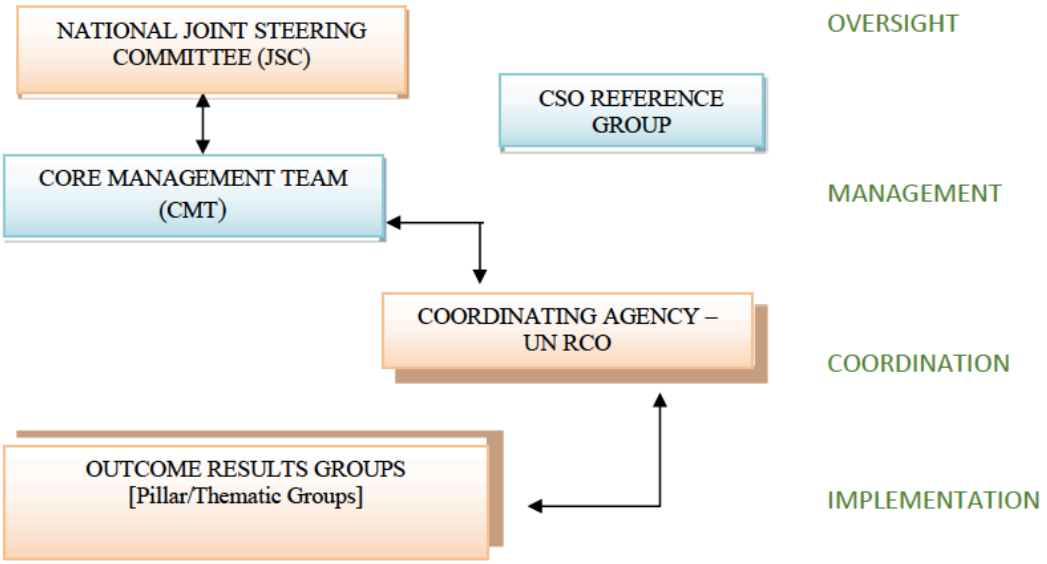
Indicative numbers	Direct	Indirect
Women	**4000**	**1,198,300**
Girls	**750**	**448,840**
Men	**305**	**1,074,970**
Boys	**100**	**405,860**
TOTAL	**5155**	**3,127,970**

III. Governance

A. Overview of programme and coordination mechanisms between partners

The Spotlight Initiative will be governed in accordance with the existing coordination mechanism in Uganda while aligning to the global coordination arrangements. Uganda already has a comprehensive management structure under the UNDAF as well as structures for the UN Joint Programming and Joint Programmes on gender equality and women's empowerment (GEWE), GBV and harmful practices. The structure includes a National Joint Steering Committee chaired by the Permanent Secretary Ministry of

Gender Labour and Social Development and the UN Resident Coordinator, the Core Management Team, and Outcome Results Groups. Efforts have been made to avoid duplication and overlap with existing structures, but rather work largely within the UNDAF framework.



United Nations Resident Coordinator – the Coordinating Agency

In line with UN Reforms, the Resident Coordinator's Office (RCO) will support the overall coordination of all participating UN agencies, and strengthen synergies with existing UN Joint Programmes: End Child Marriage (ECM) and Female Genital Mutilation (FGM). The UN Resident Coordinator (RC) will provide leadership and oversight to ensure that the Spotlight Initiatives is on track, results are being achieved, and RUNOs are meeting their obligations. Together with the United Nations Country Team (UNCT), the RC will provide the strategic guidance necessary to ensure that the Spotlight Initiative is aligned to the national development priorities and the UNDAF outcomes. The Resident Coordinator shall exercise his/her authority by co-chairing regular Joint Steering committee (JSC) meetings.

A substantive Program Coordinator supported by an M&E Specialist and a Communications Specialist based in the RCO shall coordinate the implementation of the EU Spotlight Initiative Programme in Uganda and ensure technical coherence. This team will be complemented by additional technical expertise in programme and operations within the RUNOs to substantively lead the implementation of specific outcomes.

B. Joint Steering Committee

The Joint Steering (JSC) for the Spotlight Initiative (and related UN joint programmes on Ending Child Marriage and Female Genital Mutilation) shall be co-chaired by the UN Resident Coordinator and the Permanent Secretary of the Ministry of Gender, Labour and Social Development on behalf of the Government of Uganda. Representatives from the EU will also play a key role in the Joint Steering Committee. Additional members shall include Heads of Recipient UN Agencies (UNDP, UNFPA, UN WOMEN, UNICEF, and UNHCR) as well as respective Government Ministry Permanent Secretaries; three civil society representatives (or more comprising a minimum of 20% of the total membership of the Committee) from and nominated by the CSO Reference Group, all with a strong record of working on EVAWG; and development partners who will seek to contribute to the Spotlight.

Other stakeholders may be invited to participate in planning, deliberation and monitoring roles of the Committee. This includes representatives from academic/research institutions, local communities and/or the private sector.

The JSC shall set the strategic direction of the JP, provide oversight, approve individual financial allocations based on recommendations made by the Core Management Team (CMT), monitor strategic allocations and delivery by RUNOs, and track the Spotlight Initiative Program progress on achieving results. The JSC will fulfill the following roles and responsibilities:

- Ensure proper communication and coordination on the Spotlight initiative at the country level, and support a participatory implementation of the country-level programme, in alignment with national priorities, agreed United Nations strategic programming frameworks (UNDAF), and European Union priorities.
- Approve programme annual work plans, review output level results, adjust implementation set-up.
- Review and approve periodic and annual joint programme narrative reports submitted by the Core Management Team and PRG.
- Approve any programmatic or budgetary (revisions of less than 25 per cent of the value of the budget) programme revisions within the limits of the approved programme document by the Operational Steering Committee.
- Review risk management strategies and ensure the programme is proactively managing and mitigating risks.
- Manage stakeholder relationships at the country level.

C. Civil Society National Reference Group

Given the crucial role of civil society in the success of the Initiative, a Civil Society National Reference Group (CS-NRG) will additionally serve as an institutional mechanism to provide advice and advocate for the achievement of results envisioned under the Uganda Spotlight Country Programme. The CS-NRG will be constituted in line with the leaving no one behind principle, thereby ensuring representation of groups of women and girls facing multiple and intersecting forms of discrimination, such as women and girls living with disabilities, women and girls living in rural communities, women and girls living with HIV/AIDS, adolescent and older women and girls, LBTQI persons, and all others relevant in the national context.

Currently, an interim group is in place however, a new group will be created through an open competitive process, organized in coordination with the EU. The CS-GRG will have the following functions and responsibilities:

- Provide advice on the overall strategic direction of the Spotlight Initiative's Country Programme in Uganda and on cutting-edge national and local policy issues on eliminating VAWG and HP
- Provide advice and perspectives on current eliminating VAWG and HP-related issues at national and local levels where the Spotlight Initiative's advocacy, leadership and support to civil society advocacy is important
- Partner on high-level advocacy and communications as well as political dialogue, including by supporting visibility and promotion of the Initiative's goals at the national and local levels
- Support efforts at dissemination of the messages of the Spotlight Initiative on eliminating VAWG and HP to the public, from the national to the community level, especially to marginalized groups, youth and the media
- Provide advice on ongoing interventions, possibilities for scaling up the Spotlight Country Programme
- Provide advice on funding priorities at national and local levels and on-going interventions and recommendations for up-scaling achievements and addressing challenges
- Serve as an interactive space and open forum for dialogue between the Spotlight Initiative and women's rights organisations, groups and networks working on eliminating VAWG and HP, including on global, regional, national and local developments, trends and risks related to such work
- Engage in broader consultations with groups and networks, especially at the local and grassroots levels, at regular intervals to update them and solicit input on the performance of the Spotlight Country Programme in Uganda and for advocacy, research, learning and action
- Provide any other relevant information, analysis and lessons learned that could feed into the future programming and advocacy efforts of the Spotlight Initiative

- Review and monitor the Spotlight Country Programme's implementation and provide feedback to the Joint Steering Committee, including on addressing challenges

In line with the SDG principle of national ownership, national and local CSOs will be prioritised in the membership of the CS-NRG. Members of the Group serve in their individual capacities. The CS-NRG will institute measures to manage any conflicts of interest as when, for example, a civil society representative is associated with a CSO that serves as an Implementing Partner of the Spotlight Uganda Country Programme.

Following the principle of a minimum of 20% representation on all multi-stakeholder mechanism of the Initiative, two or more members of the CS-NRG will be nominated by the Group to represent it on the Joint Steering Committee.

D. Management: Core Management Team

The Core Management Team (CMT) shall oversee program implementation and make recommendations on the technical/operational issues required to manage the JPs. The CMT shall provide expert advice and support on issues of Ending Violence Against Women and Girls and shall make recommendations to the JSC on technical matters, including fiduciary issues and when required support the Secretariat on issues of joint programming. It shall undertake due diligence screening of budgetary requests.

The role of the CMT is to:

- Ensure UN Systems coherence;
- Ensure harmonization of results in relation to the UNDAF outcomes;
- Ensure harmonization of procedures and guidelines for joint programming;
- Ensure the achievement of program outputs and outcomes; and
- Identifying joint monitoring activities and propose a consistent calendar for the joint monitoring missions to take place.

The CMT will work closely with the Program Reference Group (PRG), comprising Deputy Heads of Agency, which will provide quality assurance and UN systems coherence. Under the UNDAF, the PRG serves as an advisory group, "responsible for the horizontal programme oversight and management," and supports joint programmes to ensure coherent programming initiatives.

E. Implementation and Technical Cohesion: Outcome Results Groups

Implementation of each outcome area will be coordinated by a lead agency for the respective outcome area. The lead agency was selected based on each agency's expertise and capacity, and also to align with and benefit from the support of Outcome Results Groups (ORGs) established under the UNDAF 2016-2020. The ORGs are "mechanisms organized to contribute to specific UNDAF Outcomes and the drive all UNDAF process and reporting, through coordinated and collaborative planning, implementation, monitoring and evaluation." The ORGs were designed to coordinate joint activities and JP and are key to the Delivering as One (DaO) structure. The ORGs ensure technical level cohesion across UN programming in the specified outcome area, including under Spotlight.

Outcome	Lead RUNO	ORG	ORG Leads
Outcome 1: Legislation and Policy	UN Women	ORG 1.2: Human Rights and Gender Equality	UNWomen/OHCHR
Outcome 2: Institutional Strengthening	UNDP	ORG 1.1: Rule of Law and Constitutional Democracy ORG 1.3: Institutional Development, Transparency and Accountability	UNDP/OHCHR
Outcome 3: Prevention	UNICEF	ORG 2.3: Social Protection ORG 2.4: GBV and VAC	UNICEF/WFP UNFPA/UNICEF

Outcome 4: Response	UNFPA	ORG 2.4 GBV and VAC	UNFPA/UNICEF
Outcome 5: Data	UNFPA	Cross Cutting	All
Outcomes 6: Women's Movement	UN Women	Gender and Human Rights Advisory Group	UN Women and OHCHR

The ORGs will be responsible for the following:

- Identifying bottlenecks in the implementation of the activities, and proffer remedies;
- Establishing baselines and continuously monitor progress;
- Reviewing progress on the achievement of results of the outcome, as per the Results Matrix;
- Analysing data collected on the established outputs and suggest strategies to address gaps in data collection;
- Discussing the implementing partners' fund absorption capacity, and identify strategic ways to re-allocate unspent funds, in view of achieving concrete results, as per the JP results matrix;
- Undertake monitoring activities; and
- Compiling reports for submission to the CMT and PRG for consideration and action.

F. Technical Support: Technical Support Teams

The Spotlight will benefit from existing technical support mechanisms under the UNDAF:

Communications: Spotlight Communications will be coordinated by an RCO-based Communications Specialist. She/he will work through and benefit from the UN Uganda Communications group established under the UNDAF. The UN Uganda Communication Group, with representatives from all UN agencies, meets monthly – the RCO communications specialist is the standing secretary – and is responsible for jointly developing common messaging and products, including for Joint Programmes. The Communication Specialist and the Communicstion Group will ensure high quality, coordinated and coherent messaging on the Spotlight.

Monitoring, Evaluation, and Knowledge Management: Spotlight Monitoring and Evaluation will be coordinated by an RCO-based M&E Specialist. He/she will work through the UN Monitoring and Evaluation Group. The M&E Group includes M&E specialists from all UN agencies and under the UNDAF is jointly responsible for "overall results monitoring for output, outcome, and strategic intent level" and for reporting. The M&E Group will have the responsibility of monitoring Spotlight program results and reviewing all program implementation documents, including annual workplans before they are submitted to the PRG for review.

Spotlight will also leverage the existing Uganda Knowledge Management (KMS) platform operated by the RCO, to support the consolidation and synthesis of information to fulfill program reporting requirements, generation of lessons learnt.

Operations Management: The Operations Management Team (OMT) chaired by UNICEF and WFP Country Representatives will provide quality assurance on fiduciary and other operational matters, pertinent to the effective implementation of the Spotlight program.

IV. Implementing agencies and partners

The accountability framework between the UN Resident Coordinator and Recipient UN Organisations is framed by the UNDAF under which 11 Outcome Results Groups (ORGs) contribute to achieving their respective UNDAF outcomes. The ORGs drive all UNDAF processes and reporting, through coordinated and collaborative planning, implementation, monitoring and evaluation. For the Spotlight Initiative two ORGs will oversee the coordinated implementation between Recipient UN Organizations – ORG 1.1 & 1.3 on Rule of Law and Constitutional Democracy and Institutional Development, Transparency and Accountability as well as ORG 2.4 on Gender-based Violence/Violence Against Children (GBV/VAC). The UNDAF structure (esp. ORG 2.4) takes into account the intrinsic links between addressing violence against all children and addressing violence against women.

Each ORG is ideally led by a designated Head of Agency, who is a member of the UN Country Team, and who may delegate responsibility for the management of an ORG, yet will remain fully accountable for driving joint approaches for results, as well as monitoring and reporting within a harmonized and coordinated framework. The Chair(s) of the ORG 1.1/1.3 is UNDP, while UNFPA and UNICEF are co-chairs of ORG 2.4. The Chairs are delegated to act on behalf of the UN Country Team not as lead agency but rather to fulfil a coordination and leadership function on behalf of the UN system.

Accountability will also lie with the respective UN agencies through their workplans with Government institutions and CSOs.

The Spotlight will benefit from mutual accountability mechanisms through the Joint UNCT/Government of Uganda UNDAF review mechanisms within the context of aid effectiveness, promoting principles on ownership, results and alignment with the National Development Plan II. This platform is co-chaired by the Prime Minister and the UN Resident Coordinator.

Implementation arrangements:
The Resident Coordinator's Office (RCO) will support overall coordination of all participating UN agencies, as well as the M&E, knowledge management, and communications functions. As noted above, the programme will also leverage the existing UN Uganda Monitoring Group and the UN Uganda Communications Group. See Governance section for details on the programme implementation and coordination mechanisms.

The RCO-based team will be complemented by technical expertise within the RUNOs to substantively lead the implementation of specific outcomes. Outcome leads were selected based on each agency's expertise and capacity.

The figure below illustrates the individual agency staffing breakdowns:

Resident Coordinator's Office
- Program Manager
- Monitoring Specialist
- Communication Specialist

UN Women - Outcomes 1 and 6 Lead
- Programme Specialist (*Overall Spotlight Lead*)
- Access to Justice and Social Mobilization Expert Consultant (*Outcomes 3 and 4 lead, Y1*)
- Programme Officer, M&E
- Communication Associate
- Finance Associate

UNDP – Outcome 2 Lead
- Team Leader, Institutional Effectiveness (*Outcomes 2 and Outcome 3 lead*)
- Programme Officer, Rule of Law (*Outcomes 1 and 4 lead*)
- Gender Specialist (*technical expert*)
- Programme Officer/Country Office Gender Focal Person (*Gender Equality Seal lead*)
- Livelihoods Specialist (*Programme Coordinator ACP-EU Development Minerals Programme*)
- Project Manager/Gender Specialist (*Overall UNDP Spotlight Project Manager*)
- Programme/Finance Associate

UNHCR
- Protection Officer (IUNV)
- Senior Protection Associate
- Protection Associate

** UNHCR finance staff will support financial compliance and reporting

UNICEF – Pillar 3 Lead
Programme Officer (*Pillar 3 and Overall Project Manager*)
- Child Protection Specialists (*Pillars 3*)
- Programme Officer (Pillars 1,2,3, and 5)

UNFPA – Outcomes 4 and 5 Lead

- Programme Specialist (*Overall Spotlight Lead*)
- Programme Analysis (*SRHR expert*)
- Programme Analysis (*Data – Pillar 5)*
- Finance Analyst

UNFPA seeks to galvanise political, financial and public support to ensure universal access to sexual reproductive health and rights. In its current strategic plan, UNFPA has identified three transformative goals of ending unmet need for family planning; ending maternal death; and ending violence and harmful practices against women and girls. The agency provides survivors of gender-based violence with a comprehensive integrated rights package of services to respond to the significant sexual and reproductive health consequences that survivors suffer, including female genital mutilation, early, child and forced marriages and unwanted pregnancies, unsafe abortions and resulting in deaths, traumatic and obstetric fistula and higher risks of sexually transmitted infections and HIV - issues that are at the core of the UNFPA's mandate. UNFPA works to mobilise key stakeholders in violence prevention which contributes to the overall goal of furthering gender equality and women's empowerment. To be able to respond to above issues and people's needs, UNFPA emphasises the need for evidence-based policies, programmes and decision making through data generation, analysis, dissemination and utilisation.

UNICEF's Child Protection Programme within UNICEF's current Country Programme (2016-2020) aims to prevent and respond to violence, abuse, neglect and exploitation of children, including in emergency context. The main strategy is to support the government to have a consistent, sustainable and scalable child protection system in place from national level down to community level. UNICEF's focus therefore is for the government system to not just respond to cases of violation, but to support communities and families to prevent violence, abuse, neglect and exploitation of children. The Government of Uganda's Child Protection System needs to respond to a range of priority concerns, including violence against children, harmful practices, and other protection issues. It is important to note that the Child Protection System is a sub-component of a broader Protection System, which goes beyond children to look at needs of women and other vulnerable groups. Given the limited structures at the sub-national level, it is largely the same services providers providing support and services for children, women and others.

UN Women promotes the elimination of all forms of violence against women and girls. UN Women's support geared towards supporting the Government of Uganda, through the following; (i) strengthening of implementation of legal and policy frameworks and accountability, (ii) addressing structural and underlying causes and risk factors to address violence against women and girls; (iii) strengthening multi-sectoral services, programs and response to violence against women and girls; (iv) Improving the evidence-base. UN Women operates in Acholi (Gulu, Pader and Kitgum), Karamoja (Moroto & Kaboong), Central (Kampala) and Eastern (Kamuli) Regions, as well as in refugee settlements in West Nile- In Arua, Adjumani and Moyo

Globally, UNDP works across a few sections of the Gender-based violence (GBV) referral pathway, as per its mandate. To enable a holistic and broad development approach in responding to GBV, UNDP supports national partners to develop and implement the required institutional frameworks to combat sexual and gender-based violence (SGBV). This includes improving access to justice for survivors of GBV, strengthening accountability mechanisms, ending impunity for perpetrators, and providing survivors with multi-sectoral support and services. UNDP supports reintegration of the GBV survivors through providing livelihood programmes (employment services). Furthermore, social protection systems will provide support to those vulnerable to GBV and who cannot secure economic

independence, be it temporarily or permanently. As changing attitudes and ending harmful practices is integral to ending gender-based violence, UNDP also supports the building of sustainable communities through awareness-raising and behavior change campaigns, including through community-based conversations, promoting meaningful engagement with communities, and working with the private sector and public institutions to deliver sustainable development.

As part of its overall protection mandate for refugees in Uganda, UNHCR works with UNFPA to strengthen coordination mechanisms around GBV. UNHCR is supporting the development and strengthening of SGBV SOPs and referral pathways. It supports multi-sectoral responses for survivors, including psychosocial support, medical care, clinical management of rape, provision of full PEP treatment for rape and sexual assault, ensuring security through safehouses, legal advice and judicial procedures. There are continuous awareness campaigns on different SGBV topics including effects on forced and early marriages in schools and in the communities. In addition, it is facilitating the formation of anti-SGBV clubs in primary and secondary schools; establishment of SGBV structures, training them on prevention and response activities and supporting them to take lead in the campaigns using the SASA materials. Most of the reported cases managed in 2017 were referred by the established SGBV structures as well as the community. Community dialogues and FGDs have been held with women, girls and male groups. There is ongoing engagement of refugee, cultural and religious leaders in SGBV prevention activities, awareness-raising through drama campaigns, development and dissemination of localized IEC materials in all the refugee settlements, training and engagement of female teachers in schools to report cases of school drop outs to relevant actors to follow up in the community whether they are cases of early / forced marriage and, Support to police to enhance their capacity for investigations and follow-up

Government and Implementing Partners
The programme will partner with:

- Government Institutions (MGLSD, Ministry of Finance, MOH, MOES, Uganda Bureau of Statistics, National Planning Authority, Ministry of Justice and Constitutional affairs, Uganda Police, Office of the Directorate of Public Prosecution, JLOS secretariat, Academia, CSOs, District Local Governments, Schools and Institutions of Higher learning) based on their comparative advantages as articulated in the National GBV Action Plan.
- CSOs already working in target spotlight districts will be prioritized to undertake community mobilization and services delivery to complement Government efforts on GBV prevention and response and promote SRHR. The women movement including young people will be supported to conduct advocacy at all levels.
- Cultural and religious leaders for social norm and behaviour change, awareness raising, GBV and SRHR
- Academia and Research Institutions: Research, Innovation and knowledge generation for policy advocacy and programming
- Private Sector: Service provision, innovation, financing, social mobilization and prevention of sexual exploitation and abuse.
- Media: Accountability, awareness raising, behaviour change, education

V. Partnerships

Partnership with EU, Government and CSOs lie at the heart of the Spotlight Initiative in Uganda. In-depth consultations were held with key government institutions, including Ministries of Health, Education, Gender, Justice institutions and Parliament. The Ministry of Finance will also be a key partner during implementation. All RUNOs and associated agencies participated in the consultations and the comprehensive inputs received were incorporated into the CPO. At regular intervals, the local EU delegation was also briefed on progress and supported the design, consultation, and development of the CPD. The RCO also organized a consultation with district level officials during the development of the current Country Programme Document.

Different mechanisms will be used to engage partners during the implementation phase. Aside from participation in programme activities, regular consultations will be held with youth groups, women's groups and groups representing persons who are discriminated against that respective RUNOs already have contact with. Updates will be provided during regular development partner meetings around justice and gender where other donors and development partners can provide feedback. This will also serve to coordinate activities and as a means to mobilize further resources to cover the Spotlight funding gaps.

The RUNOs and Associated Agencies will maintain close links with their key partners, including the EU, Government and CSOs, through the implementation of the various interventions.

See also, ANNEX 1: Multi-stakeholder engagement.

Associated Agencies and other UN initiatives:

Pulse Lab Kampala is third lab of UN Global Pulse, a flagship innovation initiative of the United Nations Secretary-General on big data. Its vision is a future in which big data is harnessed safely and responsibly as a public good. Its mission is to accelerate discovery, development and scaled adoption of big data innovation for sustainable development and humanitarian action.

Pulse Lab Kampala is established as an inter-agency initiative under the United Nations Resident Coordinator in Uganda. It contributes to the United Nations 'Delivering as One' process supporting joint programming, monitoring and evaluation to achieve the Sustainable Development Goals.

- **The radio content analysis tool** (https://radio.unglobalpulse.net//uganda/) is Pulse Lab Kampala's worldwide innovation that makes people's voices from public radio broadcasts to be accessible to advance the SDGs. Using machine learning and African language speech models developed for this tool, the tool can automatically capture relevant public discussions from public radio broadcasts that can inform policies and programmes. With this technology, the previously unheard voices of the vulnerable and marginalised population can now be heard.

- **The Real-time Gender Perceptions Dashboard** will use this tool to inform UN in Uganda about people's perceptions on topics related to gender, SGBV, and SRHR in real-time as they are spoken on public radio broadcasts. With the dashboard, UN in Uganda will better understand Ugandan people's perceptions and also have access to timely and also rapid feedbacks to its programme.

IOM Uganda has been at the forefront of providing technical assistance to the GoU to combat trafficking in persons. It has also contributed to addressing SGBV in Uganda over the years.
IOM provided technical support for the development of the Prevention of Trafficking in Persons Act, 2009. In 2013, provided technical and financial support for the development of the National Action Plan for Prevention of TiP (2013-2018) and the National TiP database. In addition, IOM has provided training to key stakeholder on counter trafficking and supported awareness campaigns on TiP in partnership with relevant CSOs. IOM continues to provide direct assistance to victims of trafficking and those vulnerable to trafficking in Uganda. IOM's direct assistance includes: psychosocial support, medical assistance, return, travel assistance, reintegration assistance, among others.

Livelihood support has also been a focus of IOM work in Uganda. In Northern Uganda, IOM provided livelihood support to female-headed households, contributing to prevention of GBV among these population. Starting in October 2018, IOM will be providing psychosocial and medical assistance to urban refugees who are survivors of or at risk of in Kampala. Throughout its operations in Uganda, IOM has built strong and productive partnerships with relevant Government counterparts and NGOs.

The Office of the High Commissioner for Human Rights (OHCHR) leads the UN's human rights efforts in Uganda, thereby supporting Government Ministries, Agencies and Departments to meet their human rights obligations and commitments, and strengthening the capacity of National Human Rights Institutions, including the Uganda Human Rights Commission, the Equal Opportunities Commission and the National Council for Disability to address human rights issues. OHCHR also engages with civil society organisations, as well as with the wider UN family, in seeking to advance the respect of human

rights for all in Uganda. As part of its ongoing work, OHCHR is engaging with relevant stakeholders to address multiple and intersecting forms of discrimination against women and girls, in particular with regard to specific groups at particular risk, such as due to disability, albinism, indigenous and minorities or other status.

OHCHR will contribute to the Spotlight Initiative through various ongoing and planned activities. This includes legal analysis of relevant laws and draft bills; support to the Inter-Ministerial Committee on Human Rights to implement recommendations from international human rights mechanisms; support to the Equal Opportunities Commission with regard to Gender and Equity planning and budgeting as well as other activities; support to Women Human Rights Defenders; capacity-building for journalists, in particular women journalists, on human rights and gender-sensitive reporting; as well as trainings of various stakeholders on applying a human rights and gender-based approach to the Sustainable Development Goals.

VI. Outcome framework

Programme's Results Matrix (Table 1): A programme results matrix is enclosed herewith as Table 1.

VII. Intersectional approach to discrimination

In advancing SDG 5.2 and the principle of leaving no one behind, Spotlight will give careful attention and priority to these marginalized women and girl, who face multiple and intersecting forms of discrimination, to ensure that they are not overlooked during the design and implementation of the Spotlight programme. This includes in compiling data; reviewing and revising laws, policies and programmes; addressing unique barriers in accessing essential service, among others.

Spotlight will strengthen platforms for coordination policy, planning and action at the national and subnational level – including, for example, through an integrated Protection System to maximize use of limited resources, while ensuring that vulnerable groups are not excluded - and expanding and diversifying the women's movement, including to address intersectionality. This approach will promote the rights of all women and girls, including those with disabilities, those living with HIV, and other marginalized and vulnerable groups of women and girls facing intersectional discrimination. Given the high level of violence against boys in Uganda, with 17% having reported experiencing SGBV, this approach will further ensure no one is left behind.

Spotlight will also ensure that justice sector practitioners have core competencies to promote and administer the implementation and enforcement of VAWG/HP- and SRHR- related laws. Finally, the Initiative will support communities' awareness of their rights and their responsibility to report VAWG cases and to demand accountability of perpetrators.

Relevant "at risk" groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion
Adolescent Girls	Institutional strengthening, Prevention, services & data systems	Illiteracy and lack of access to information Poverty Physical inaccessibility Limited access to sexual and reproductive health services	Mainstreamed and coordinated Planning and budgeting processes take into account the needs of adolescent girls Child-friendly and adolescent-friendly VAWG/HP services, including SRH services Targeted action- addressing SRHR of adolescent girls in prevention efforts

			Targeted actions to ensure access to services by adolescent girls survivors, especially those in rural areas Continued disaggregation of data to better identify and capture adolescent girls issues
Orphan children and women	Legislation and policies, prevention, services, data	Exclusion and stigma	Advocate for laws that better protect orphans and widows from violence Target social norms that stigmatized street children and other orphans in difficult situations
Refugees	Institutional strengthening, data systems, Prevention and services	Exclusion in national planning and budgeting processes Large refugee numbers Limited access to social services Physical inaccessibility and remoteness Large numbers of vulnerable and at risk women and girls	. Advocacy for refugee specific protections in national legislation and policies Improve safety in the physical spaces; communal areas, WASH facilities Targeted action to meet needs of survivors and SRHR needs Alignment and efficient data collection, analysis and utilisation to support evidence-based planning and programming
women and girls with disabilities	Legislative and policy framework, Institutional strengthening Services, prevention, data, women,s movement	Lack of VAWG, HP, and SRHR information Negative attitudes of service providers (health, police, DPP, case management); lack of capacity and insufficient supply of VAWG, HP and SRHR services.	Strengthened policy and legal environment to address VAWG/HP affecting women and girls with disabilities Support social accountability measures in prevention to address exclusion Support an inclusive women that promotes the engagement of women's movement and groups at all levels of society Cross-sectoral mainstreaming of EVAWG/HP and SRHR issues addressing disability rights Disaggregation of data to better capture disability issues

VIII. Risk management

A Risk Management table is enclosed herewith as Table 2, setting out the main risks that may jeopardize programme implementation, their likelihood, severity, and risk management, including responsibility for risk management/ mitigation.

IX. Consistency and alignment with other programmes

The Spotlight Initiative shares outcomes with existing and forthcoming programmes, including donor funding from the World Bank, Netherlands, Denmark, Irish Aid, KOICA, USAID, and JP GBV to be funded by the Embassy of Sweden in Uganda. The JP GBV and the programme funding by DANIDA in Uganda integrate SRHR and are similar to Spotlight with difference being in district selection. World Bank and Irish Aid Programmes are focusing on VAWG without integrating SRHR, but have similar outcomes with the different being targeting in district selection. KOICA has focused on harmful practices.

Key Donors	Implementing Organization	Budget (USD)	Geographic Coverage	Objective	Complementary Programming	Pillar
DANIDA 2018 - 2022	UNFPA	13,500,000	Northern Region 8 districts, (Arua and Kitgum)	Gender equality, prevention, SRHR and GBV services, and socio-economic empowerment.	The program contributes to prevention of violence against women and girls, strengthening the link to SRHR and women economic empowerment. It will compliment efforts in prevention through Social mobilization efforts using SASA and Sexuality education in the target districts, hence enabling the Spotlight Initiative to re-prioritize efforts in other districts.	3,4
Netherlands 2016- 2020	Girls Advocacy Alliance; Her Choice Alliance	6,262,700	National 24 Districts: (Kampala, Tororo, Arua)	Prevention of Child marriage, girls', empowerment	It contributes to the elimination of VAWG through strengthened efforts on enhanced legal and policy frameworks as well as community mobilization	1,2,3
DFID SURGE 2016- 2021	Action Aid MIFUMI		National 14 districts (Kampala)	GBV Shelters with GBV prevention	This program addresses a critical gap in the provision of	4

				and response services	physical safety and protection for survivors. The Spotlight will leverage these services to ensure an integrated and comprehensive service delivery to survivors	
KOICA Better Life for Girls 2016 - 2018	UNFPA	5,000,000	Eastern and Northern Regions 14 Districts (Amudat)	Girls' economic empowerment and life skills –	This program is a targeted action to address risks of VAWG faced by women and girls in the economically disadvantaged districts of Northern Uganda, it will compliment economic empowerment efforts under the Spotlight	3,4
Korea 2019- 2022	UNDP	8,000,000	National 12 Districts (Kampala, Arua, Kyegegwa)	Socio-economic empowerment of women headed HHs in refugee hosting communities	This program addresses a gap in the referral pathway with regard to access to economic empowerment for survivors within the refugee context. It will compliment economic empowerment efforts under the Spotlight	3,4
USAID SAFE 2012 - 2018			National 18 Districts (Tororo, Arua)	Supporting access to justice, fostering equity and peace	The program addresses gaps in access to justice for survivors. This will support enhanced service delivery efforts for survivors	3,4
World Bank 2018 - 2022	MGLSD, MoH & CSOs	40,000,000	National 15 Districts	Strengthening Social Risk	This will compliment	

			(Kampala)	Management & GBV violence Prevention and Response	overall efforts on addressing Violence against women and girls and social protection, without any overlaps to the Spotlight	
Sweden 2018 - 2023	UNFPA UNWomen		National 10 Districts (Abim, Amuria, Kaabong, Kaberamaido, Kiryandongo, Kotido, Napak, Nakapiripirit, Pader, Yumbe and Kampala)	To contribute to elimination of GBV and improvement of SRHR of women, girls, boys and men including disadvantaged and vulnerable populations in Uganda	This programe contributes to elimination of GBV and promotion of SRHR at national level and 10 other districts in Uganda	All 6 pillars
Irish Aid 2002 - 2019	MGLSD UWONET		Eastern Region, 8 Districts (no district overlap)	GoU joint program to prevent and respond to GBV		
Global Programme (European Commission Canada) 2016 -2019	UNFPA UNICEF	~USD 1,500,000		JP to Accelerate Action to End Child Marriage - Prevention and Response		
Sweden (2016-2018)	UN Women	USD 1,600,000	11 Districts	Ending VAW G- Prevention Response; Capacity & Gender Responsive Justice Services	Contributes to ending VAWG through advocacy for legal and policy reform and implementation of GBV laws, capacity building of JLOS actors at national and district level, enhancing access to justice and referral services and reducing the social tolerance for VAWG	Pillars 1,2,3,4,5

X. Monitoring and evaluation

Monitoring and evaluation efforts within the Program will integrate principles of Leave No One Behind, Human Rights Based approach as well as general gender principles. Based on this premise and line with the United Nations Systems wide approach, effort will be made to ensure the following key elements:

- Tracking progress over time to assess if the program is narrowing the gap with respect to the most disadvantaged groups and if the interventions are responding to the specific issues faced by women and girls who are the most left behind as identified in the Program document, inclusive of Adolescent girls, Women and girls living with HIV/AIDS, refugees, orphans
- Promote community-based monitoring and participation by a broad section of stakeholders, that includes a broad section of stakeholders, inclusive of CSOs, etc, to assess the extent to which structural and root causes have been addressed and all communities and rights-holders reached. Efforts will be made to strengthen citizen engagement through the enhanced participation of the most marginalized and excluded groups in monitoring processes, community-based monitoring and budget tracking at global, national, municipal and local government levels.
- The program will strengthen data disaggregation by sex, age, ethnicity, and other intersections to better appreciate relative progress between different groups. This will be complimented with specific indicators on Leaving No one Behind. Monitoring and evaluation processes will review the quality and adequacy of available data sets.
- Efforts will be made to ground the promote measurement of horizontal and vertical inequalities in both opportunities and outcomes in relation to gender, age and other intersections. The specific experiences of women and girls facing discrimination/exclusion will be examined

A Baseline survey, mid-term and end term evaluation will provide an ex ante and ex post impact analyses as well as social, and human rights impact assessments in order to assess the potential impacts of the Spotlight Initiative interventions in Uganda, on the situation of inequalities and discrimination for all groups at the national and sub-national level. The baseline survey will establish baseline values for the identified outcome and output indicators and to establish who is doing what, where and to determine the available domestic and external resources at national and district levels and approaches for enhanced coordination. The results matrix will be improved and refined based on baseline results and programme reviews to enhance clarity on the expected programme changes.

In addition to the baseline, mid-term evaluation will be conducted to inform programme review, and establish the short term programme outcomes and achievements. A final end of programme evaluation will be conducted by to assess the impact, effectiveness, efficiency and sustainability of the Spotlight programme including documenting the best practices and lessons learnt. Programme specific reviews will feed into the end-line evaluation of the United Nations Development Assistance Framework (UNDAF 2016-2020), as well as, RUNOs specific country programme reporting processes and also informing the design of the next generation UNDAF for UGANDA. At outcome and impact level, programme contributions will be measured as part of the periodic national population based surveys and/or programme impact assessments.

Programme monitoring and evaluation will be guided by the regional Spotlight initiative M&E plan, the UNDAF, and RUNO M&E frameworks. IPs at service delivery levels will apply existing government data collection tools aligned to respective sector management information systems. Where such tools do not exist especially for community level interventions, the programme will propose, pilot utilization and advocate for adoption of indicators and the tested tools.

The UN Joint team will hold annual planning and reporting sessions linked to the regional framework. Programme annual work plans and budgets will be developed and implementation will be periodically (quarterly) reviewed. Continuous monitoring will involve: a) field visits by RUNOs as part of other programmes and joint programme specific visits with sector and development partners b) At UN Joint team level, TWG meetings will be convened to assess implementation and address key emerging issues. In addition, the UN pillar leads will follow-up discussion of the issues during the respective sector

and district wide technical working groups. Efforts will be made to engage external stakeholders for their input and feedback into the mid-year and end of year review processes .

Semi and annual reporting

There will be joint mid-year and annual year reviews to assess programme achievements and bottlenecks to inform re-strategizing. Reporting will be done on quarterly and annual basis, these reports will be submitted to Spotlight Initiative Secretariat/EU and Government partners.

- Consolidated narrative progress reports, based on quarterly narrative progress reports received from RUNOs, will be provided to Spotlight Initiative Secretariat/EU and the Government partners.
- Annual consolidated narrative progress reports, based on narrative progress reports received from RUNOs, will be provided Spotlight Initiative Secretariat/EU and Government partners
- Annual consolidated financial reports, based on annual financial statements and reports, to be received from the RUNOs, as of 31 December with respect to the funds disbursed to them from the Joint Programme Account, will be provided to Spotlight Initiative Secretariat/EU.

Note:

1. Joint monitoring, reviews and evaluations will be conducted in partnership with RUNOs, EU, participating CSOs, select DLGs, sectors and other partners. The scope of the evaluations will be defined jointly by the RUNOs, IPs, EU and other partners. There are various degrees of "joint-ness" depending on the extent to which individual partners/RUNOs cooperate in the evaluation process, merge their evaluation resources and combine their evaluation reporting. Regardless of the level of 'joint-ness' though, a truly collaborative joint evaluation means sharing decisions concerning the evaluation's planning and management, its scope of work, the team composition, the methodology, the reporting format and findings, and many other aspects. Joint reviews and evaluations will help overcome attribution problems in assessing the effectiveness of programs and strategies, the degree to which efforts supported by different partners are complementary, the quality of aid coordination, and so on.
2. The programme monitoring and evaluation will leverage on the expertise the Joint UN Team on M&E (JUNT M&E). That is, RUNO M&E focal points/officer will provide M&E support to the programme and will be responsible for reporting on the progress on the programme indicators as well as leading reviews and evaluation programmes.

Table 1: Monitoring & evaluation

Activity	Purpose	Frequency	Expected Action	Partners
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	All partners as relevant
Monitor and Manage Risk	Identify risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	The risk log is actively maintained to keep track of identified risks and actions taken.	All partners as relevant
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and	At least annually	Lessons are captured by the project team and used to inform	All partners as relevant

Activity	Purpose	Frequency	Expected Action	Partners
	partners and integrated back into the project.		management decisions.	
Annual Project Quality Assurance	The quality of the project will be assessed against quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	All partners as relevant
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	All partners as relevant
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project		All partners as relevant
Project Review	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	All partners as relevant

Activity	Purpose	Frequency	Expected Action	Partners
	project results and lessons learned with relevant audiences.			

XI. Innovation:

A. Programmatic Innovations

The Spotlight Initiative will utilize innovative approaches to generate new or scale-up piloted solutions to the evolving challenges affecting women and girls. Key interventions have been developed and tested in and outside of Uganda, providing an opportunity to scale evidence-based innovations to target districts. Programming will also support new innovation and testing new models and approaches for eliminating VAWG/HP and promoting SRHR.

Legal Framework and System Strengthening

1. **Gender Responsive Planning and Budgeting:** The Gender Equality Certificate Programme and other tools were developed with financial support from the European Union. The programme provides opportunities for scaling up Gender Responsive Planning and Budgeting (GRB). This programme ensures government department take gender issues into consideration within their plans and budgets by requiring them to attain a certificate from the Ministry of Finance before their annual budget can be approved by Parliament. This programme will support operationalising a set of GRB tools including the Gender Equity Certificate, gender and equity assessment tool for sector budget framework papers, gender and equity compliance guide for Parliament to ensure adherence to the GRB principles and to monitor misappropriation or reallocation of funds allocated for gender and equity responsiveness by some sectors; https://drive.google.com/open?id=1azVCFnboxibQBEYGRbD8A3xpEW_p8lg3

2. **Gender Equality Seal Certificate Programme for Private Enterprises**: GEC provides a mechanism to level the playing field for both men and women at the workplace by promoting investment in systems and standards that integrate gender equality and equity into the work environment and business strategies. This transformative environment enables companies to synthesize the relationship between sexual harassment, gender gaps in (pay, recruitment and selection, professional development) and Gender Based Violence at the workplace.

3. **Ministry of Health's Compendium of Laws, Policies, and Institutions on Gender Equality and Women's Empowerment in Uganda's Health Sector;** This compendium, finalized and awaiting approval from MoH Senior Management, summarizes key documents into accessible language to inform duty-bearers and rights-holders on human rights, gender equality and health (with overlaps in education, land, transportation, and other sectors) at the international, regional and national levels. Its purpose is to increase the accessibility of knowledge and resources on gender equality and women's empowerment, enlighten health professionals on their duties and obligations, as well as their rights under these laws and policies, expose users about the content under the right to health; and to identify gaps within the existing laws, policies and institutions.

Prevention and social norms:

1. **SASA! Methodology**: A structured community engagement approach that guides entire communities through the stages of change to address underlying beliefs, social norms, and attitudes that perpetuate VAWC and HIV. SASA! was developed by Raising Voices and piloted by CEDOVIP in Uganda. An RCT found SASA! to be highly effective at reducing intimate partner violence in all its forms, reducing community acceptance of violence and gender inequality, and increasing community support to women who experience violence. For example, the randomised control trial demonstrated a **52% reduction in IPV against women in SASA! communities and children in SASA! communities were less likely to be exposed to acts of IPV** (23% versus 43% in control communities). See http://raisingvoices.org/sasa/.

Spotlight proposes to scale-up this proven model for community-wide social mobilization in target districts, including in refugee-hosting districts.

2. **The intervention with Microfinance for AIDS and Gender Equity Study (IMAGE study):** An integrated community-randomised trial of a structural intervention to prevent HIV and gender-based violence in South Africa (03PRT/24). https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(06)69744-4/abstract

   Spotlight will integrate aspects of IMAGE in its economic empowerment programming.

3. **Empowerment and Livelihood for Adolescents (ELA) Clubs** - a four pronged programme approach to asset building addressing education, social, health and economic aspects life at individual, family, community, society and the global (sub-national, national and regional) levels. It provides market-driven vocational training (formal and/or informal) for young people who are unable to enrol or have dropped out of school. ELA focuses on leadership, financial training, SRH /GBV outreaches/counselling, parental support, and opportunities for social networking. ELA targets young people at all levels, including the most vulnerable, in order to achieve inclusive development and maximize all young entrepreneurs' potential. Some of the ELA club members have re-enrol to primary, secondary and vocational skills training as a result of the knowledge and skills gained from investments at ELA club level.

   The Spotlight programme will strengthen integration of SRHR in the ELA programming.

4. **Safe from the Start Initiative** - enabled UNHCR globally to operationalize its SGBV strategy in the field, build the capacity of staff, test innovative approaches to prevent SGBV through multi-sectoral programming addressing limited livelihood opportunities, lack of safe access to energy for cooking, limited access to technology, and insufficient levels of light with a community-based approach and non-traditional partnerships. In Uganda, activities implemented include safety audits/assessments, solar lighting and community-based protection and youth theatres for SGBV-awareness raising. http://www.unhcr.org/protection/women/53f31c819/safe-start-project-information-sheet.html

   Spotlight has integrated aspects of Safe from the Start Initiative into the overall design of pillar 3, including Outputs 3.4 and 3.5.

5. **Male Models:** - working to reduce violence in households, as change agents promoting equal and respectful relationships and nonviolent behaviours and SRHR. They also encourage use of SGBV and SRHR services as clients utilizing available services in discussion with their spouses; also, the Male Action/Male Engage innovation programme is currently under use by Ministries of Health and Ministry of Gender as well as NGOs such as MAMA club. Male model programming should be drawn evidence-based interventions, as the latest research has conflicting evidence on the effectiveness of boys and men programming;[117]

   Spotlight will draw on best practices from this model to implement prevention-related economic empowerment.

6. **Economic and Social Empowerment Model (EA$E);** program model was developed in response to women's disclosures that while they could earn and save money, they often did not have the autonomy to decide how to use it. Women shared their frustration at not being able to control their own economic resources and moreover, they wanted to be able to freely and fully benefit from IRC's Economic Programming. EA$E is a three-pronged intervention developed for programs with a commitment to, and in-depth understanding of, gender-based violence and the dynamics of intimate partner violence. The three main activities include: 1. Village Savings and Loans Associations (VSLAs) for adult women 2. Discussion Group Series

[117] See Ellsberg et al 2014 and the series "What Works to Prevent Violence Against Women and Girls"

(DGs) for VSLA members (women) and their spouses 3. Business Skills Training for VSLA members. https://www.fsnnetwork.org/sites/default/files/001_EAE_Implementation-Guide_English%20%281%29.pdf

Spotlight will draw on best practices from this model to implement prevention-related economic empowerment.

Access to Services:

1. **Integrated Protection System:** UNICEF has supported the MGLSD to strengthen its case management system, which includes the development of the SAUTI National Child Helpline– a reporting, referral and case management tool that provides callers with information about violence against children and links them to Social Welfare Offices at the District level, which include Child Helpline District Action Centres for response and follow-up support. UCHL Action Centers have been established in 32 districts and are in the process of being established in an additional 35.

   Spotlight will build on the ongoing efforts to strengthen the Government's case management approach and will strengthen social welfare offices, including the national and district level child helpline systems to integrate VAW into the existing VAW/HP case management and referral support.

2. **Strategic Coordination Mechanisms**: Creation of spaces and platforms to promote deliberate sharing and learning through strategic coordination mechanisms as well as peer learning among organisations to promote innovations;

3. **International Justice Mission (IJM) Mentorship Model to end Impunity for VAWG/HP.** Traditional A proven model for reducing prevalence of VAWG/HP and improving law enforcement and justice sector capacity to end impunity for perpetrators and increase access to justice for women and girls. For example, in Uganda, preliminary results demonstrated a significant improvement in the performance of the target justice sector actors and a nearly 50% decrease in the prevalence of gender-based/succession-related property grabbing, and a 37% decrease in violent property grabbing, from widows and orphans. www.ijm.org

4. **Justice for Children Programme**: Spotlight will help to translate lessons from this programme supported by JLOS and UNICEF into concrete measures for making the entire justice system more child friendly, e.g. helping to ensure that programme initiatives in the justice sector are in alignment with international child friendly standards, guidelines and approaches. Justice for Children Coordinators will be placed at High Courts and Magistrate Courts to ensure children's cases of violence are fast tracked through the court system.

5. **Plea Bargaining Initiative:** Strengthening and scaling up of the plea bargaining initiative in Uganda to address case backlog: Based on suggestions from actors in the criminal justice and the noted backlog in the prosecution of cases of VAWG and HP, the program seeks to promote proactive approaches to address case backlog, these include utilising recommendations from the assessment of the plea bargaining initiative[118] to strengthen and scale up the initiative, considered as alternative to the lengthy trail procedures, especially where perpetrators wish to plead guilty. And the roll-out of special courts on SGBV.

6. **The Gender Bench Book (GBB) on Women's Access to Justice in Uganda;** outlines local and international best practices on enhancing the gender responsiveness of the judicial system in improving access to justice for women. It ensures that judicial procedures, systems and decisions in Uganda are increasingly gender sensitive. The GBB forms the bases for gender trainings currently undertaken at the official training institute of the Ugandan Judiciary,

[118] UN Women and CEDOVIP, Negotiating Gender Justice: An Assessment of Plea Bargaining in Cases of Violence Against Women and Girls in the High Court of Uganda, 2017. See also http://www.judiciary.go.ug/files/downloads/Press%20Briefing%20on%20Plea%20Bargaining%20Project.pdf

Judicial Training Institute; www.uls.or.ug/site/assets/files/1318/un_women_-_gender_bench_book_2016.pdf

7. **Alternative Dispute Resolution Mechanism:** Working with the cultural leaders to end violence against women and girls using the CEDOVIP Responsibility Meetings, Karimojong Gender Principles as a basis for human rights-based dispute resolution in the community and using other methods such as through a spirit of Obuntubulamu, allowing cultural groups to reclaim their positive heritage. This will be a key entry point in deepening prevention efforts and linking survivors to the formal service delivery points in the referral pathway.

8. **PULSE LAB: Real-time SGBV/HP/SRHR Perceptions Dashboard:** In rural Uganda, where almost 90% of country's population lives, radio serves as a vital platform for public discussion, information sharing and news. Pulse Lab Kampala's automated speech recognition (ASR) models for Uganda's local languages (Luganda, Acholi, Lugbara, Rutooro) has proven its functionality to capture and understand public norms and perceptions on topics including SGBV, SRHR, women's empowerment though mining public radio content of multiple radio broadcasts in real-time. Uganda is the first case in the world where this innovation has been tested and piloted. This dashboard will be updated near-real time to inform the UN and the government on the impact of their intervention on public and to support monitoring by drastically reducing time and resources required to conduct perceptions survey and give greater flexibility through enabling faster response and change in strategy. The opinions of Uganda's urban population will also be captured from public pages on social media such as Facebook and Twitter and updated to the dashboard also in real-time.
Overview of the pilot: https://radio.unglobalpulse.net//uganda/
Case studies1: https://radio.unglobalpulse.net//uganda/case-studies/
Case studies2: https://refugees.unglobalpulse.net/

9. **RANLAB Makerere University:** UN Women in Partnership with Makerere University School of Public Health – Resilient Africa Network (RAN) have been incubating 5 innovation projects on ending violence against women and girls. The projects that are technology based will aim to leverage the increased use of mobile phones in Uganda. According to the UDHS 2016, 46% of women and 66% of men aged 15-49 own a mobile phone. Of those who own a mobile phone 73% of women and 72% use it for financial transactions. Partnering with UN Women, RANLab has supported a team of young people to experiment, carry out empathy research, develop and test prototypes. The innovations are under review by different stakeholders to ensure they are cost effective, embrace the principles of confidentially, safety and security of users. There are also possibilities of linking these innovations to others such as the proposed Interactive Voice Messaging of the Uganda Law Society and others. These projects will require further support to complete, test and scale-up so as to reach millions of women and girls and protect them from

violence. The five projects include: (1) Safe Bangle;[119] (2) Centres4her;[120] (4) Tuyambe Ba Maama;[121] (5) EVAWG Warriors;[122] (5) TIP KIT[123]

10. **Feedback Mechanisms on Service Delivery:** Through U-Report, SafePal, and GetIn, as well as the barazaas and other social accountability mechanisms set out above, Spotlight is utilizing innovated approaches to enable women and girls to provide feedback on the service they receive. Spotlight, through UNWomen is also working with the Uganda Law Society to simplify access to information on rights and legal/justice services and collect feedback on legal issues

B. Operational Innovations:

In line with the UNCT Business Operations Strategy, the Spotlight Initiative will benefit from the following processes;

1. Adoption of Mutual Recognition as a key assumption driving cost savings, efficiency gains and mitigating operational risks (risk associated with defaults in people, system, process and external sources). Recognizing each other's business processes. This will be through increased use of common Long-Term Agreements, MoUs, Contracts through piggybacking, etc.). at the moment, there are 55 LTAs (Common and Agencies specific)
2. Common Back-office operations: The Spotlight will benefit from a centralized Knowledge Management System (KMS) to support M&E, as well as other existing common operations such as common premises, Joint Fleet Management System. Currently, there are 3 common/shared premises in the field- (Moroto, Mbarara and Gulu) and 3 shared offices in Kampala (WHO Offices, UNDP offices and WFP offices); Common Security and Radio Room; UN Clinic, Common Fleet Management System (FMS), Common Greening activities; etc. In addition, the Program will benefit from joint agency recruitment panels as much as possible as it brings diversity to the process and begins the foundation for a common roster of non-technical skills that could be needed for quick hire in the future.
3. Promote the use of shared internet services and facilities where another UN agency already has such service at the location, as well as the use of UN agency specific or commonly assessed implementing partners as part of the HACT framework to reduce your agency level of operational risks where another UN agency has already conducted the micro-assessment of these implementing partners. Assuming high risk as the basis for adopting the use of an implementing partner is irrational and a significant risk.
4. Delivering as One: Strengthening of agency integration within the already existing UN Area Coordination System (UNAC) if operating at the field level (Karamoja, Northern Uganda and South-Western Uganda) where another UN agency already exist at the location. The UNAC System strengthens the UN's footprints at the local level by driving internal UN Delivering as

[119] The Safe bangle is a wearable technology developed for women and girls to privately report attacks or violence to at least 5 trusted people registered on their profile. On pressing the panic button, it sends texts messages to trusted friends and family requesting for help, clearly indicating the victim's physical location in addition to recording an audio of the violent situation at hand for use as evidence. It is highly confidential, quick, user friendly and an affordable means of reporting and would deter perpetrators from committing violence.

[120] A mobile application tool with integrated mapping capabilities showing centers offering free support and services for survivors of violence around their location. It is confidential and gives options on a centre that best suits a particular incidence to address the reporting gap

[121] A web-based platform on top of Ushahidi and frontline open source platforms that allows bystanders and victims of VAWG to share their reports and cases online. It has integrated SMS to web service that will make it easier for people to report cases using SMS. Integrated social media services to allow bystanders and victims share incidents via the social media to the platform.

[122] A smart mobile phone application with Emergency platform having 5 emergency contacts, survivors'' platform for rehabilitation and a partners'' platform having individuals, organizations readily available to offer support to the survivors. This

[123] Transparency Influencing Power (TIP) is a data collection tool designed to influence enforcement of laws and policies by providing a live time analysis on the state of EVAWG to state & non-state agencies. It avails digital data entry and aggregates the data according to desired Monitoring and Evaluation indicators as desired by the stakeholder .

One coordination, strengthening the UN external convening role with Local Government and Partners, and enhancing local capacity for local development.

XII. Knowledge management:

Recipient UN agencies will utilize existing knowledge management systems, such as the UNCT online knowledge management system for all of the ORGs. The 3 ORGs involved in Spotlight Initiative (1.1/1.3 and 2.4) will ensure all Spotlight activities are indicated as such in the online KMS for easier tracking and coordination. Agencies will also tap into lessons learnt from other country offices that will be shared by regional and headquarter offices.

Furthermore, consideration will be given to facilitating district-to-district bench-marking visits and also holding an annual meeting to share key lessons learnt from the various districts. A focal person from RCO will be appointed to manage and oversee related knowledge management activities and strategies

XIII. Communication and visibility

The main purpose of the communication and visibility plan is to ensure that communication reaches the target group of the project in time while raising awareness of the existence of, and impact of the Spotlight Initiative. The objectives of the communication and visibility plan is to influence attitudes and instigate change to eliminate violence against women and children; to document success stories through voices of beneficiaries of the project, while increasing visibility of the project work and the donor through multimedia channels.

The target group is women and girls, men and boys, while focusing on marginalized groups including adolescents and young people living in humanitarian settings. All communication and visibility at country and regional level will be aligned with the Spotlight Initiative's global communication and visibility plan and implemented by the UN Resident Coordinators and engaged Recipient UN organisations to ensure the visibility of the Spotlight Initiative and raise awareness about the programme.

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

XIV. Annexes

TABLE 1 – PROGAMME'S RESULTS MATRIX

	Source of Data	Means of Verification	Responsible organization
Impact Indicators Percentage of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or emotional violence by a current or former intimate partner, in the previous 12 months, by form of violence and by age **Baseline:** TBD **Target**: TBD	Uganda Bureau of Statistics	UDHS Report (every 5 years) CIS Surveys (annually, per district)	RCO
Percentage of women and girls aged 15-49 years subjected to sexual violence (committed by a spouse or anyone else) in the previous 12 months, by age and place of occurrence **Baseline:** TBD **Target**: TBD	Uganda Bureau of Statistics	UDHS Report (every 5 years) CIS Surveys (annually, per district)	RCO
Percentage of women aged 20-24yrs who were married or in a union before age 15 and before age 18 years **Baseline** <15yrs: TBD **Target** <15yrs: TBD **Baseline** <18yrs: TBD **Target** <18yrs: TBD	Uganda Bureau of Statistics	UDHS Report (every 5 years) CIS Surveys (annually, per district)	RCO
Percentage of girls and women aged 15-49yrs who have undergone FGM by age **Baseline** [age, sex]: TBD **Target [**by age, sex]: TBD	Uganda Bureau of Statistics	UDHS Report	UNICEF
Indicator 1.1 Number of laws and policies on VAWG, including SGBV/HP, that	SIGI	SIGI County Profiles	UN Women

	Source of Data	Means of Verification	Responsible organization
adequately respond to the rights of all women and girls, including exercise/access to SRHR, are evidenced-based and in line international human rights standards and treaty bodies' recommendations **Baseline**: TBD **Target:** TBD			
Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on VAWG, including SGBV/HP, and/or on gender equality and non-discrimination developed that are in line with international human rights standards and respond to the rights of women and girls (including SRHR), particularly those facing intersecting and multiple forms of discrimination **Baseline (2018)**: 0 **Targets:** 4	select sectors and DLGs	draft laws and or policies (manual review) Program Progress Reports	UN Women (All RUNOs)
Indicator 1.1.4 Number of supported women's rights advocates with strengthened capacities to contribute to the development of legislation and/or policies on VAWG including SGBV/HP and/or gender equality and non-discrimination, including the promotion of women and girls' SRHR **Baseline: TBD** **Target:** TBD	Survey of supported Women's Rights Advocates	Survey Report	UN Women (and RCO)
Indicator 1.1.5 Number of Parliamentarians and/or staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on VAWG including SGBV/HP and/or gender equality and non-discrimination, including the promotion of women and girls SRHR, and implement the same **Baseline: TBD**	Survey of Parliamentarians	Survey Report	UN Women

	Source of Data	Means of Verification	Responsible organization
Target: TBD			
Uganda Indicator 1.1: Number of subnational governments in target districts that develop ordinances on alcohol, drug abuse and VAWG/HP prevention and SRHR with accompanying financing and oversight mechanism **Baseline**: **Target**:	select sectors and DLGs	select sectors and DLGs reports Program progress reports	UNFPA UNDP
Proposed Uganda Indicator 1.2: Number of religious and cultural institutions supported to update/harmonize customary practices on VAWG/HP/SRHR in line with national law, international human rights standards and survivor centered approach. **Baseline:** TBD **Target:** TBD	Participating IPs/CSOs	Program progress report	UNFPA UN Women
Indicator 2.1.a Existence of a functioning national coordination, accountability and oversight mechanism for addressing VAWG/VAC/HP and promoting SRHR **Baseline**: **Target**:	Select sectors	Annual program progress reports Coordinationa meeting reports	UNDP (all RUNOs)

	Source of Data	Means of Verification	Responsible organization
Indicator 2.1.b Number of targeted districts with functioning coordination and oversight mechanisms for addressing VAWG, including SGBV/HP, that include representation from marginalized groups **Baseline**: TBD **Target:** TBD	MoGLSD, DLGs	Coordination meeting reports Program progress reports	UNFPA (all RUNOs)
Indicator 2.2.a a) Number of targeted sectors and MDAs that allocate budget resources to the prevention and elimination of all forms of VAWG, including SGBV/HP b) Percentage of budget being allocated to the prevention and elimination of all forms of VAWG/HP **Baseline:** 0 **Target:** TBD	Targeted sectors	Select sector annual budgets and plans; Program progress reports	UNDP UNWomen
Indicator 2.2.b a)Number of targeted districts that allocate budget resources to the prevention and elimination of all forms of VAWG, including SGBV/HP b) Percentatge of budget being allocated to the prevention and elimination of all forms of VAWG/HP **Baseline:** 0 **Target:** TBD	DLGs	DLG annual budgets and district development plans Program progress reports	UNDP UNWomen UNICEF
Indicator 2.1.1 Number of government institutions (including MDAs and DLGs) that develop strategies, plans and/or programmes to prevent and respond to VAWG, including SGBV/HP, and promote women and girls' SRHR, including for women and girls facing intersecting and multiple forms of discrimination Baseline:0 Target: TBD	Selected MDAs, and DLGs	sector annual reports District annual reports	UNDP (all RUNOs)

	Source of Data	Means of Verification	Responsible organization
Indicator 2.1.5 Number of targeted national and sub-national training institutions for public servants that have integrated gender equality and ending VAWG, including SGBV/HP and the promotion of women and girls' SRHR, in their curriculum as per international standards **Baseline**: TBD **Target**: TBD	Select national and sub-national training institutions	Selected national and subnational training institutions curricula	UNDP (UNFPA; all RUNOs)
Indicator 2.2.1 Number of national and sub-national multi-stakeholder coordination mechanisms established and/or strengthened composed of relevant stakeholders, with clear mandate and governance structure and with annual work plans **Baseline: TBD** **Target: TBD**	Participating DLGs, slected sectors	programme annual report	UNDP UNFPA UNICEF
Indicator 2.3.2 Percentage of Parliamentarians with strengthened knowledge and capacities to hold relevant stakeholders accountable to fund and implement multi-sectoral programmes to address VAWG, including SGBV/HP, and to promote women and girls' SRHR **Baseline: 0** **Target: TBD**	Survey of Parliamentarians	Survey Report Program progress report	UNW/UNDP
Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including SGBV/HP, and to promote women and girls' SRHR **Baseline: TBD** **Target: TBD**	Survey of select government officials	Survey Report Program progress reports	UNW (UNDP UNICEF)

	Source of Data	Means of Verification	Responsible organization
Indicator 2.3.4 Number of supported women's rights advocates[124] with greater knowledge and capacities on gender-responsive budgeting to end VAWG, including SGBV/HP, and to promote women and girls' SRHR **Baseline: TBD** **Target: TBD**	Survey of select women's rights advocates	Survey report Program progress reports	UNDP UNW
Indicator 3.1 Percentage people who think it is justifiable for a man to subject his wife/intimate partner to violence, by sex and age **Baseline (2016):** F:58% M:43% **Target:** F:30%, M: 30% Select District Baseline: TBD Select District Target: TBD	UBOS (national baseline/endline) KAPB survey in participating districts (baseline/endline per district) SASA Rapid assessments (monitoring in participating districts)	UDHS KAPB Survey report Rapid Assessemnt Reports	UNICEF UNICEF (RCO) UN Women
Indicator 3.2 a. Percentage of people who think it is justifiable to subject a woman or girl to FGM (in target districts) b. Percentage of people who think it is justifiable to subject a woman or girl child marriage (in target districts) Baseline: TBD Target: TBD	KAPB survey in participating districts, SASA Rapid assessment in participating districts	KAPB Survey Report Rapid Assessment Reports (monitoring)	UNICEF (RCO) UN Women

[124] Including those from groups facing multiple and intersecting forms of discrimination

	Source of Data	Means of Verification	Responsible organization
Uganda Proposed 3.3 Percentage of target population with sufficient knowledge of (a) the types and consequences of VAWG/HP, (b) where to report, and (c) services available. (in select districts) Baseline: TBD Target: TBD	KAPB survey in select districts	KAPB Survey Report in select districts	UNICEF (RCO)
Indicator 3.1.1 Existence of draft new and/or strengthened Sexuality Education programmes. Baseline: TBD Target: TBD	MoES	Sexuality Education Framework/Implementation Guidelines and tools Program progress reports	UNFPA
Indicator 3.1.2 Number of programme supported young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights (in Spotlight supported sub-counties) Baseline (in school): TBD Target (in school): TBD Baseline (out of school): TBD Target (out of school): TBD	DLG, MDAs, Participating schools, RUNOs, IPs	Program assessment reports.	UNFPA UNICEF
Uganda Indicator 3.1.1 Number of primary and secondary schools in targeted districts that a. have quality prevention and response mechanisms to address violence in and around schools (score 1-4), b. have included life skills and citizenship education in their school plans Baseline: TBD Target: TBD	Participating schools, RUNOs, IPs	RUNO or IP assessment report	UNICEF

	Source of Data	Means of Verification	Responsible organization
Uganda Indicator 3.1.2 Number of mothers, fathers and caregivers reached through parenting interventions in target districts Baseline: 0 Target: TBD	Participating RUNOs, IPs	Programme progress reports	UNICEF
Indicator 3.2.2.a Number of people reached by campaigns challenging harmful social norms and gender stereotyping (in participating districts) Baseline: TDB Target: TBD	Targeted sectors and DLGs	Campaign reports; Program assessment report	UNICEF
Indicator 3.2.2.b Number of people reached by religious or cultural leaders with messages challenging harmful social norms and gender stereotyping **Baseline (2018)**: TBD **Target:** TBD	Inter Religious Council of Uganda, Cultural Institutions	Program assessment report	UNFPA UNWomen
Indicator 3.2.4 Number of communities with advocacy platforms[125] established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction (targeted districts) **Baseline (formal):** TBD F: TBD; M: TBD **Target (formal):** TBD F: TBD; M: TBD **Baseline (informal):** TBD F: TBD; M: TBD **Target (informal):** TBD F: TBD; M: TBD	Beneficiary districts	Program progress reports-IP project reports Mapping and assessment reports in participating districts	UNICEF (UNW, UNFPA, UNHCR)

[125] This refers to an initiative, programmes and/or structures aimed at mobilizing and engaging communities (to strengthen structures, cultures and practices that promote non-violence and gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction) and contributes to advancing community commitments to prevent VAW and ensuring that community leaders meet obligations to prevent VAWG.

	Source of Data	Means of Verification	Responsible organization
Uganda Proposed 3.2.5: Number of communities that have participated in a public declaration of support for the abandonment of child marriage and/or FGM/C (in targeted districts) **Child Marriage Baseline: TBD** **Child Marriage Target: TBD** **FGM Baseline: TBD** **FGM Target: TBD**	DLGs	Program progress reports- IP project reports	UNICEF
Uganda Proposed 3.2.9 Percentage of targeted community members (disaggregated by men, women, girls and boys) who believe that they can prevent and respond to physical and sexual violence. (in participating communities) **Baseline:** TBD **Target:** TBD M; TBD W; TBD G; TBD B	KAPB survey (baseline/endline) SASA rapid assessment surveys (moitoring)	KAPB Survey Report Rapid Assessment reports	UNICEF UN Women
Indicator 3.3.2 Number of relevant non-state institutions (media and work places) that have been supported to develop and/or strengthened strategies/policies on ending VAWG, including SGBV/HP and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards **Baseline: 0** **Target (Media):TBD** **Target (Business): TBD**	Supported institutions	Policies or strategies Programme progress report	UNDP UNWomen (all RUNOs)

	Source of Data	Means of Verification	Responsible organization
Indicator 4.1 Proportion of women, girls, and boys, including those facing multiple and intersecting forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector (health, social work, mental health, legal aid, justice, and police services)[126] in target districts **Baseline (disaggregate by services):** TBD **Target (disaggregate by services):** TBD	KAPB Survey (baseline/endline)	KAPB Survey reports	UNICEF (RCO)
Indicator 4.2 (a) In select district(s), number of VAWG/HP cases reported to police, b. proportion of cases reported to police that result in an assucsed being charged. [in the past 12 months]. **Baseline:** TBD **Target:** TBD Tentative indicator, depending on assessment cost and UPF approved access	Uganda Police Force	Police Annual Crime Reports/ District Criminal Record Book/ Child and Family Protection Unit Register/ Police files	UNWomen
Indicator 4.2 (b) In select districts, number of VAWG/HP cases brought to court. b. proportion of cases taken to court that are fully adjudicated c. proportions of cases taken to court that resulted in convictions of perpetrators d. number of convictions that result in custodial sentence [in the past 12 months]. **Baseline:** TBD	Uganda Judiciary	Court case administration system (CCAS); Judiciary Plea Bargaining Reports; Judiciary files	UNWomen

[126] This indicator should be measured for women seeking services ***within the past 12 months***, in order to measure progress and change over time—as lifetime prevalence of violence is not a sound measure of change over time.

	Source of Data	Means of Verification	Responsible organization
Target: TBD Tentative indicator, depending on assessment cost and Judiciary approved access			
Uganda Propose 4.3. Number of reported cases of violence against women, girls, and boys in target districts reached by health, social work, police, and/or legal aid services in target districts (disaggregated by sector). Baseline: TBD Target: TBD	Sector reports	Programme progress reports	UNICEF (UNFPA, UNWomen, UNHCR)
Indicator 4.1.3 Number of sectors and MDAs that have developed and/or strengthened national guidelines, protocols, SOPs, or tools, in line with relevant guidance, for delivery of integrated essential services **Baseline:** TBD **Target:** TBD	Targeted institutions and sectors	program progress reports, copies of service guidelines	UNFPA (all RUNOs)
Indicator 4.1.4 Number of government service providers in target districts who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girls' victims/survivors of VAWG including SGBV/HP (by sector) Baseline: TBD Target Heath: TBD Target Mental Health: TBD Target Social Welfare: TBD Target Police: TBD	MDAs and DLGs and participating IPs	Reports or documentation of capacity building or training activities Programme progress report	UNFPA (All RUNOs)

	Source of Data	Means of Verification	Responsible organization
Target DPP: TBD Target Judiciary: TBD			
Indicator 4.1.6 Number of government service providers in target districts who have increased knowledge and capacities to integrate VAWG including SGBV/HP response into SRH health and education services (by sector) Baseline: TBD Target Health: TBD Target Education: TBD	Participating IPs, MDAs, and DLG	Reports or documentation of capacity building or training activities Programme progress report	UNFPA (All RUNOs)
Uganda Proposed 4.1.1: Number of JLOS personnel (police, prosecutors and judicial service) in target districts who demonstrate improved skills to (investigate, prosecute, adjudicate) and manage VAWG/HP-related cases. **Baseline**: TBD **Target Police**: TBD **Target DPP**: TBD **Target Judiciary**: TBD *This indicator is limited to areas where Spotlight programming includes the intensive JLOS mentoring model.	IP Quality Assessment	IP JLOS quality assessment reports	UNDP (UNW, UNICEF)
Indicator 4.2.1 In targeted districts, number of women and girls' survivors/victims	KAPB Study	KAPB Study Report	UNFPA UNICEF

	Source of Data	Means of Verification	Responsible organization
of VAWG, including SGBV/HP, that have a) increased knowledge of and b) access to quality essential services **Baseline:** TBD **Target:** TBD	MDAs and DLGs	MDA and DLG data on service delivery points	
Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (IPV, sexual violence and harmful practices), at country level **Baseline**: 0 **Target:** TBD	UBOS, MICS, and UNODC	UDHS, MICS, and UNODC reports program progress reports	UNFPA (All RUNOs)
Indicator 5.3 Existence of national-level statistics related to VAWG, including SGBV/HP, (incidence and/or prevalence) that are disaggregated by income, sex, age, ethnicity, disability, and geographic location and other relevant characteristics **Baseline**: TBD **Target:** TBD	UBOS, UDHS, MICS, UNODC, or other specialized prevalence surveys	Select sector reports	UNFPA (UNW, UNICEF)
Indicator 5.1.2 Existence of a functional (integrated/harmonized) system for collection of administrative data on VAWG, including SGBV/HP, across different sectors **Baseline:** TBD **Target:** TBD	MDA GBV/VAWG systems	Programme progress report	UNFPA (UNW, UNICEF)

	Source of Data	Means of Verification	Responsible organization
Indicator 5.1.4 Number of government staff, including service providers, from different sectors who have enhanced capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG including SGBV/HP in line with international and regional standards Baseline: Target:	Select DLGs and sectors	Reports or documentation of capacity building or training activities Programme progress report	UNFPA (UNW UNICEF)
Uganda Indicator 5.1 Number of sectors/MDAs (and DLGs) with publicly available data, reported on a regular basis, on various forms of VAWG, including SGBV/HP, at country level and district level (*at least on IPV, sexual violence, FGM, and Child Marriage*) **Baseline**: TBD **Target Sectors/MDAs:** TBD Target Districts: TBD	targeted sector and district, beneficiary IPs	functional database records; sector and district reports, program progress reports	UNFPA (UNW UNICEF)
Indicator 5.2.2 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, including SGBV/HP Baseline: TBD Target:TBD	Targeted DLG and Sectors Beneficiary IPs	Reports or documentation of capacity building or training activities	UNFPA (UNW UNICEF)
Indicator 6.1 Women's rights organizations, autonomous social movements and relevant CSOs increase their coordinated efforts to jointly advocate on ending VAWG/SGBV/HP and promoting SRHR (national or district-level) **Baseline** (2018): TBD	Women's rights organization, autonomous social movements, and relevant CSOs	Joint advocacy statements	UNW

	Source of Data	Means of Verification	Responsible organization
Target: TBD			
Indicator 6.2 Number of targeted districts where there is an increased use of social accountability mechanisms by civil society to monitor and engage in ending VAWG/SGBV/HP efforts and promoting women's and girls' SRHR **Baseline (2018):** 0 **Target:** TBD	Targeted DLGs	progress reports/activity reports	UNW
Indicator 6.1.1 Number of jointly agreed recommendations produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination **Baseline:** TBD **Target:** TBD	multi-stakeholder dialogues	meeting minutes/recommendations from joint dialogues	UNW
Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms[127] for advocacy **Baseline: TBD** **Target: TBD**	Survey of supported CSOs/IPs/groups	Survey report of supported CSOs/IPs	UNW

[127] E.g. the CEDAW, UPR shadow reports, and social accountability mechanisms such as social audits, citizen report cards, etc.

	Source of Data	Means of Verification	Responsible organization
Indicator 6.3.1 Number of supported women's rights groups and relevant CSOs (grassroots organization and those representing groups facing multiple and intersecting forms of discrimination/marginalization) that have strengthened capacities and tools to design, implement, monitor and evaluate their own programmes on VAWG, including SGBV/HP, and on women and girls' SRHR **Baseline: TBD** **Target: TBD**	Survey of supported CSOs/IPs/groups	Survey report of supported CSOs/IPs/groups	UNW
Indicator 6.3.2 Number of supported women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on VAWG, including SGBV/HP, and on women and girls' SRHR **Baseline: TBD** **Target: TBD**	Survey of supported women's rights groups/CSOs/IPs	Survey report of supported women's rights groups/CSOs/IPs	UNW

TABLE 2 - PROGRAMME RISK MANAGEMENT MATRIX

Risks	**Risk Level:** Very high High Medium Low (Likelihood x Impact)	**Likelihood:** Almost Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare – 1	**Impact:** Extreme-5 Major-4 Moderate3 Minor-2 Insignificant - 1	**Mitigating measures**	**Responsibilities**
Contextual risks					

Limited national ownership	Medium	Possible (3)	Major (4)	✓ For national ownership and commitment of this initiative, there should be a clear understanding of what this programme wants to achieve in complementarity to other actions and its added value.	✓ All Agencies
Anti-rights environment	Medium	Possible (3)	Major (4)	✓Continue to support, through campaigns, education, and capacity development of rights holders and civil society, efforts to hold duty-bearers accountable	✓All agencies
Surge in refugees flowing to Uganda from the DRC – depending on the outcome of the election, evolution of the Ebola crisis, and/or intensification of militia activities	Medium	Likely (4)	Moderate (3)	✓Monitor the impact of the situation in DRC on south-west Uganda (refugee influx, evolution of ebola crisis, and rebel activity) to inform adaptive programme implementation. ✓UNHCR, OPM, GoU, and partners will develop and put in place contingency measures to address possible increased displacements ✓ Engage with DLG to address feasibility of ongoing programme activities due to capacity constraints to inform any needed programme adjustments	✓UNHCR ✓Other agencies
2021 election (lead-up and aftermath) diverts the priorities and energy/resources of institutional	Medium	Possible (3)	Major (4)	✓ For national ownership and commitment to this initiative, there should be a clear	✓All agencies

partners away from EVAWG interventions				understanding of what this programme wants to achieve in complementarity to other actions and its added value.	
Programmatic risks					
Funds are not expended at optimal level due to limitations and bottlenecks in absorption capacity at national level	High	Possible (3)	Major 4)	✓ Engage with partners on a designated periodicity to monitor implementation ✓ Adjust programmatic approach as needed	✓ All agencies
Funding and services not available after Initiative ends due to lack of resources	High	Possible (3)	Major (4)	✓ In collaboration with government, develop a feasible financing and sustainability strategy with conditions that secure a financial sustainability plan from the outset – ensuring ownership through civil society's engagement ✓ Involve National Planning Authority, Ministries of Finance, and Social Affairs and/or other relevant authorities from the outset, to create space for permanent government support and action	✓ UNDP, other agencies
Acquired capacity and knowledge by various stakeholders through the Initiative (government, civil society, etc.) not translated in transformative action	Medium	Unlikely (2)	Major (4)	✓ Undertake assessment to understand why knowledge is not translated into action and work closely with national stakeholders to address issues	✓ UNDP

Implementing partners do not carry out their activities based on the Project Partnership Agreement (PPA) or equivalent, leading to poor project implementation	Medium	Unlikely -2	Major (4)	✓ Routine performance monitoring and follow-up on expected results agreed in Project Partnership Agreements	✓ All agencies
Institutional risks					
Weakened civil society	Medium	Possible (3)	Major (4)	✓ Strengthen support to local women and grassroot organizations and relevant regional and national women's organizations, to strengthen prevention ✓ Support a diverse group of CSOs representing groups facing multiple and intersecting forms of violence and discrimination	✓ UNW, UNDP, other agencies
Weak, fragmented, and low capacity of institutions	High	Possible (3)	Major (4)	✓Creation of capacity enhancement strategies, ad hoc and more agile and effective coordination mechanisms to prioritize and accelerate actions ✓Continued policy dialogue and advocacy with key institutions in government ✓Strengthen'institutions' capacities to ensure law enforcement and fight against impunity ✓Enhance dialogue and cooperation between the legal	✓UNDP, other agencies

				system and duty bearers at the community level	
Untimely signing of Project Partnership Agreements (or equivalent) by UN agencies, partners and relevant government institutions including the Office of the Prime Minister delaying commencement of project implementation	Low	Possible	Major -4	✓Timely selection of partners ✓Timely preparation and signing of PPAs	All agencies
Fiduciary risks					
Disbursements of resources to small stakeholders (CSOs) and national implementing partner have the potential to provide incentives for diversionary activities.	Low	Unlikely (2)	Minor (2)	✓ Funding to the grass-roots level CSOs under pillar six will be operationalized through the UN Trust Fund to End Violence against Women, which will be used to channel the resources to grass-root level CSOs, based on an open and transparent process ✓ Channel funding to national institutions will be done using UN agency systems for partnerships and capacity building	✓ UN RCO , All agencies

Assumptions: ✓ No major change in the political situation in the region will affect implementation of the Spotlight Initiative ✓ The Spotlight Initiative has significant political and administrative support, which facilitates the involvement and commitment of African governments despite the turnover of officials ✓ There is significant national commitment including through the dedication of domestic resources to ensure sustainability of the programme and overall efforts	

The risk-management methodology is depicted below, where the risk level is measured as the product of Likelihood and Consequence.



TABLE 3 : BUDGETS – see excel document attached.

Table 3 A – WORK PLAN

Table 3 B – BUDGET BY UNDG CATEGORY

Table 3 C – BUDGET BY OUTCOME

Table 3 D – ADVANCE PRE-FUNDING

ANNEX 1: Multi-stakeholder engagement in the Country Programme development process

Consultation 1:
Key recommendations:

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation	Dates of consultations
Uganda Women's Network (UWONET)	Rita Achiro, Executive Director	Violence Against Women and Girls **Recommendations:** - Strengthen Policy Framework on VAWG - Advocacy for key pending bills on women's human rights (marriage bill, domestic violence bill, sex offences bill, national legal aid policy, etc - Development of GBV curriculum for relevant sector practitioners - Strengthen and harmonise data Management - Monitoring of existing laws, (implementation of) policies, and regulations is necessary. - Promote enhanced legal literacy - Establishing E-governance system for access to justice - Need massive mobilization - Public-private partnership (PPP) to upgrade women's movement (including women in private sector in advocacy, cultivating a cadre of new women's issue advocates (mentoring), - improve SOPs for SGBV, HP responsiveness - Integrate Sexual harassment in work places (private/public jobs including informal sectors) should be considered more. - multi-sectoral, institutional coordination.. (DPP, Judiciary, Health sector, Ministry of Gender, Police, psychosocial, and later-stage interventions for self-sufficiency) - Stronger system that holds perpetrators accountable. - Need to mainstream GBV lens into existing structures (e.g. local councils, local governments) for prevention. Currently, local governments are not yet fully utilized in implementation of GBV policy, etc	Civil society, representing a broad coalition of Women CSOs	6 April

		- Building capacity for technocrats in sub-national structure is important.		
Ministry of Gender, Labour and Social Development	Jane Mpagi, Director Gender	Gender, GBV, social policy **Recommedations:** - Strengthen the role of women's movement in advocacy. - Build capacity at both the national and sub-national levels for GBV policy implementation. - Target subnational and community/household levels which have not be targeted by other GBV programming - Target underserved GBV districts particularly those not targeted by the other initiatives World Bank, DFID, Irish Aid, UNFPA and UNICEF economically empowerment women as a mechanism to address GBV. - Strengthen systems for case management - Involve other key stakeholders in GBV programming particularly Uganda Police Force, UPDF; Cultural Institutions, Religious Leaders and the Private Sector - Prioritise SGBV in UNDP Gender Equality Seal for Private Enterprises Certification Programme - Strengthen management arrangements for proposed joint programme given the lessons - VAWG requires a Multisectoral Plan of Action with a minimum package of services to operationalize the national Policy on SGBV - A mapping of ongoing efforts on SGBV and identify magnitude and locations of problem to inform targeting - Strengthening Local Governments for SGBV frontline service delivery - integrating SGBV in district planning critical) - Linking the SI initiative to planning for NDP III and the shift to the programme based budgeting and planning	Government, representing other line ministries	7 April

Consultation 2:
Key recommendations:

Stakeholder	Participants	Recommendations

Ministry of Local Government	Chair: Commissioner Programme Support Team, on Behalf of PS. In Attendance: Cross-Section of MoLG Depts: Local Council Devt, Human Resources, District Administration, Inspection UN Agencies – UNDP, UNWOMEN, UNFPA, UNICEF	- Strengthening technical capacities at the Local Government level for SGBV, HP and SRHR responsive planning and budgeting - Strengthening district capacities for coordination of multiagency action on SGBV, HP and SRHR. - Strengthening Local Council 1 & 3 Courts on handling of SGBV, HP and SRHR related cases. - Strengthening accountability mechanisms at Local government level (mainstreaming SGVB, HP and SRHR indicators on performance management frameworks). - Empowering communities to participate in prevention, response, reporting and demanding accountability on SGBV, HP and SRHR (mapping of service providers in local jurisdictions, legal literacy for communities).
Uganda Police Force	Meeting Chaired by Senior Police Leadership from Departments of Gender, Community Policing, Investigations, Human Trafficking	- Strengthen technical capacities of Police officers to investigate and manage SGBV, HP and SRHR cases - Provide support for Legal Literary for Police Officers and Human Rights Defenders. - Build an integrated data management information system for SGBV, HP and SRHR - Review and update the Human trafficking law and support the development of the Legal Aid Policy. - Review and update Standard Operating Procedures (SOPs), Guidelines, and Directories for SGBV, HP and SRHR management by frontline service delivery agencies
Ministry of East African Community Affairs	Chair: PS In attendance – Senior Management Team, with Gender Advisor UN Agencies: UNDP	- Support GoU in domestication of East African Community (EAC) legislation on Gender and SGBV. - Strengthen mechanisms for joint cross-border policing and monitoring of FGM and Human Trafficking.
National Planning Authority	Chair: Head, Population and Social Sector Planning In attendance, Senior Gender Advisor UN Agencies: UNDP	- Undertake a mapping of ongoing efforts on SGBV, HP and SRHR and identify magnitude, hotspots, regional dynamics, and underserved areas. - Support NPA to oversee the development of a National Multisectoral and Multi-actor Plan of Action to combat SGBV, HP and SRHR related cases - Support mainstreaming of SGBV, HP and SRHR in the development of the 3rd National Development Plan (NDP III)

Uganda Local Governments Association	Chair: Deputy Secretary general In attendance: UN Agencies – UNFPA and UNDP	- Strengthen leadership and policy advocacy on SGBV, HP and SRHR by the Uganda Local Government Association (ULGA) (training, community engagement, national campaign)
Kampala Capital City Authority	Chair: Director Gender and Community Production Services, In attendance: Deputy Director Gender/KCCA UN Agencies: UNWOMEN, UNDP, IOM	- Support KCCA to develop an integrated plan of action to coordinate a multi actor effort to eliminate SGBV, HP and SRHR from Kampala City.
Directorate of Public Prosecution (DPP)	Chair: Head of Gender and Sexual Offences Department – Office of the Director of Public Prosecution; UNWOMEN; UNDP; UNICEF; UNFPA	- Enhance knowledge and awareness of in-service judicial officers on SGBV, HP and SRHR - Support computerization of SGBV, HP and SRHR case management system
Private Sector Foundation – Uganda	Chair: Francis Kisirinya - Director, Corporate Services; Moses Ogwal - Director, Policy and Advocacy; Esther Namukasa - Manager, Business Development In attendance: UNDP, UNICEF and UNFPA.	- Undertake a mapping of poverty incidence in the country to incidences of SGBV and HP. - Strengthen the economic participation of women particularly in agricultural commodity value chains through increasing access to productive assets including land, inputs, credit and market information; enhancing access to value addition technologies and markets. - Identify business opportunities for private enterprises to participate in prevention/management of SGBV through ICT innovations.
Ministry of Gender, Labour and Social Development	Chair: Director of Gender and Community Development, Ms Jane Sanyu Mpagi In attendance: several senior officials in the Ministry including the Director for Social Protection – Dr. James Ebitu; and the Director of the Regional Training Facility on Prevention and Suppression of Sexual and Gender Based Violence in the Great Lakes Region - Mr. Nathan Mwesigye Byamukama - among others Also in attendance: UNDP, UNICEF and UNFPA Staff	- Strengthen the Uganda Women's Entrepreneurship Programme UWEP and other livelihood programmes as channels to address SGBV, HP and SHRH. - Strengthen the system for case management. - GBV in the private sector and thus proposed that UNDP consider GBV as a critical area to be addressed in the UNDP Gender Equality Seal for Private Enterprises Certification Programme. - management arrangements for the proposed joint programme given the lessons from UN JPGE
Women CSOs	Approximately 25-30 representatives from women CSOs discussed existing gaps, opportunities on addressing GBV/VAWG, Harmful Practices in	- Support development of SGBV and HP training curriculum for relevant sector practitioners - Scale-up proven home-grown models such as the SASA model

	Uganda. SI core agencies (UNFPA, UN Women, UNDP, UNICEF) all attended.	- Develop e-platforms to share knowledge products and improve reporting - Support the development of an E-governance system.

Consultations 3:

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation	Dates of consultations
Inter-religious council of Uganda, Cultural institutions from Toro, Karamoja, Acholi, Rwenzori	Prime Minsiters of Cultural institutions; Represantatives of IRCU	GBV and other areas of work Recommendations: - Address social norms, to make campaigns more effective - Target victims and communities - Engage cultural and religious insitutions - Target the culture dimension - Involve religious and cultural leaders as champions for social norm change. - Strengthen the Women's movement: More funds are needed, better coordination with organizations, orient other women to raise level of knowledge about SGVB - partnership with media - Community-radio stations	Cultural and religious institutions	15-16 August 2018 Validation
Private Sector Foundation		Recommendation; - A mapping of poverty incidence in the country to incidences of GBV and HP. - Strengthening institutional capacities and mechanisms to address GBV - Strengthening the economic participation of women particularly in agricultural commodity value chains through increasing access to productive assets including land, inputs, credit and market information; enhancing access to value addition technologies and markets. - Identification of business opportunities for private enterprises to participate in prevention and or management of GBV through for instance development of ICT technologies to report GBV.		


Spotlight
Initiative
To eliminate violence
against women and girls
Initiated by the European Union and the United Nations:

ANNEX 2: Communication and Visibility Plan

A. Objectives

1. Overall communication objectives

The goal of the communication and visibility plan is to communicate the "positive results and impact of the Spotlight Initiative in Uganda". The primary objectives of the plan include

- **Raise awareness of violence against women and girls and its prevalence in Uganda**: By publicizing data and supportive facts, creative messaging to key audiences, exhibiting thought leadership on violence against women and girls.
- **Ensure visibility for the Spotlight Initiative, its donors, particularly the UN and EU, and partners**: By coordinating consistent and coherent branding, high-profile endorsements from social influencers, top-tier media placements, organizing publicity events and campaigns.
- Provide communications support to policy advocacy and implementation by duty bears linked to the Spotlight Initiative's programme: By providing well-packed relevant information including key messages, Q&As, fact sheets, and policy briefs.

2. Target groups

To *ensure that the population is aware of the programmes and services delivered by the Spotlight Initiative in both humanitarian and development settings,* key target groups in the population include:

- Raise awareness of violence against women and girls and its prevalence in Uganda:
  - General public – including women and girls, men and boys
  - Marginalized communities including adolescents and people living in humanitarian settings
  - Media
- Ensure visibility for the Spotlight Initiative, its donors, particularly the UN and EU, and partners:
  - General public
  - Development partners
  - Tax payers in EU nations
  - Beneficiaries
- Provide communications support to policy advocacy and implementation by duty bears linked to the Spotlight Initiative's programme:
  - Decision and policy makers including members of Parliament
  - Local governments
  - Service providers including for psycho-social support, health workers and legal service providers

3. Specific objectives for each target group, related to the action's objectives and the phases of the Country Programme cycle.

- Raise awareness of violence against women and girls and its prevalence in Uganda
  - General public – to raise awareness of violence against women and girls (VAW) in Uganda
  - Women and girls - to raise their awareness and empower them
  - Men and Boys - to raise awareness and influence them to change their attitudes and behaviour
  - Marginalized communities including people living in humanitarian settings - to raise their awareness and empower them
  - Media – to raise their awareness and work with them in raising further awareness about VAW

- Ensure visibility for the Spotlight Initiative, its donors, particularly the UN and EU, and partners
    - General public – raise visibility for the Spotlight Initiative, its donors, particularly the UN and EU, and partners
    - Development partners – encourage them to support VAW efforts
    - Tax payers in EU nations - encourage further support to VAW efforts including more financial contribution to the Spotlight Initiative
    - Beneficiaries – to make them aware of the Spotlight Initiative's contribution to improving their lives

- Provide communications support to policy advocacy and implementation by duty bears linked to the Spotlight Initiative's programme
    - Parliament - advocacy for new laws to address VAW
    - Executive branch of government as policy and decision makers – formulate new policies and ensure the implementation of existing policies and laws to address VAW
    - Local governments – advocacy for new by-laws to address VAW and implementation of existing policies and laws to address VAW at local government level
    - Psycho-social, health, and legal service providers e.g. Police – raise awareness about existing policies and laws to address VAW applicable to them as duty bearers and call them to action to ensure their implementation

B. Communication Activities

1. **The main communication and visibility activities that will take place include:**

- Baseline and periodic surveys - to determine the levels of awareness about the Spotlight Initiative and violence against women and girls in Uganda using measurable indicators and that track progress over time.

- Launch of the Spotlight initiative – preceded by radio and television talk shows and spot messages, and social media buzz

- A multi-media campaign over the first 2-year period of the project focusing on a different target group each quarter, for example women and girls, men and boys etc. Campaigns may involve involving the communication activities below:
    - Radio and Television info spots prepared by UN and CSO partner technical staff to raise awareness about violence against women and girls in Uganda and Spotlight including the project donors EU and United Nations
    - Radio and Television Talk shows by UN and CSO technical staff, Cultural, religious and opinion leaders to raise about violence against women and girls in Uganda and Spotlight including the project donors EU and United Nations.
    - Production of multi-media and audio-visual materials – radio and television info spots, videos, photographs and infographics.
    - Events - periodically in participating districts, leveraging international days such as Women's Days, Rural Women's Day, Girl Child Day, 16 Days of Activism, or others.
    - Production of Learning/Job aids – booklets, briefs, charts, and guides for service providers
    - Production of Information, Education and Communication (IEC) materials – signboards, posters, information sheets, fliers, banners, stickers, T-shirts and other promotional materials. IEC materials will have Spotlight, EU and UN logos in line with the Spotlight initiative branding guidelines.
    - Media relations - media trainings, press releases, press conferences, Op-Eds, journalists' field visits and sharing publications.
    - Public advocacy and engagement events – commemorate international events including International Women's Day, Day of the African Child, International Day of the Girl Child and 16 Days of Activism.

- Online and social media – human interest stories documented and published on agency websites, tweet-ups, regular updates on Facebook and YouTube.
- Op-eds - RCO Communications specialists supported by UN Communication Group

- Websites and social media accounts from RCO and respective agencies (including Facebook, Twitter) will be used to announce key events and to keep the public updated about key progress of the Spotlight Initiative. The UN agencies will develop social media plans for key moments during the Spotlight Initiative.

- Speeches by the UN Resident Coordinator and Heads of UN Agencies involved in the Spotlight Initiative

Communications will ensure the EU's logo and visibility on signboards, display panels, banners, plaques and any other visibility materials.

With support and guidance from the RCO, the activities will be coordinated with all agencies and implemented by respective agencies as agreed upon and/required

2. Communication tools chosen

- Radio is the most used form of communication in Uganda. 90% of adults listen to radio compared to 10% of adults who use social media. Radio is much cheaper and has wider geographical reach than other channels of communication.
- Cultural, religious and opinion leaders are very influential in Uganda and can play a big role raising awareness among the general public, about violence against women and girls and spotlight initiative, through radio talk shows which the public can call in to ask questions, and at public events

3. Completion of the communication objectives

- Perception surveys through questionnaires including to determine baseline of awareness about the Spotlight Initiative and measurable indicators and that track progress over time. The surveys will include questions about channels and tools.
- SASA**!** and Ipsos formative research can be used to measure the knowledge about violence against women and girls in Uganda. Through Ipsos, a reach analysis will be conducted to gauge the reach of the messages disseminated through radio and television about violence against women and girls and the Spotlight Initiative.

4. Provisions for feedback (when applicable)

Give details of assessment forms or other means used to get feedback on the activity from participants.

- Feedback calls to radio talk shows and analysis of content of the calls for increase in knowledge of VAW and about the Spotlight Initiative
- Pulse Lab analysis of content of key words related to VAW and Spotlight Initiative particularly in focus districts
- Media mentions of the VAW and the Spotlight Initiative
- Newspaper articles (cuttings) or photos with captions mentioning spotlight and raising awareness about VAW including op-eds and articles based on speeches by the UN Resident Coordinator, EU Head of Delegation and the UN Heads of Agencies at major events raising awareness about VAW and the Spotlight Initiative
- Television news stories raising awareness about VAW and the Spotlight Initiative- web links
- Letters to the editors in the press mentioning Spotlight Initiative and raising awareness about VAW
- Website feedback – comments and inquiries regarding the spotlight and raising awareness about VAW
- Social media tracking – retweets, and comments and Facebook and twitter the Spotlight Initiative and raising awareness about VAW.

ANNEX 3: Interventions by Outcome and Output

Outcome 1 Interventions by Output

Output 1.1: National and subnational partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG, including SGBV/HP, and/or on gender equality and non-discrimination that respond to the rights of the most vulnerable groups facing multiple and intersecting forms of discrimination and are in line with international human rights standards and treaty bodies' recommendations.

National and Subnational Governments:

1.1.1 Support Government and Government Ministries – including human rights institutions, such as the Uganda Human Rights Commission and Uganda Law Reform Commission –to review and amend existing laws and regulations[128] and pass pending bills[129] (i) for compliance with international norms and standards, (ii) to respond to the rights of groups facing multiple and intersecting forms of discrimination (including youth and those with disabilities), (iii) to respond to treaty bodies' recommendations, (iv) to promote women's and girls' human rights, gender equality, and the elimination of violence against women and girls,[130] (v) integrate ending VAW/HP, into SRH.

This includes funding government to conduct review and validation meetings or to fast track legislative review, retaining consultants to review and provide recommendations on legislation, or supporting CSO groups to advocate for passage or amendments.

Interventions may also include advocacy for repealing discriminatory laws, polices, and practices that prevent women and girls from accessing essential VAWG/HP services or SRHR services.

1.1.2 Support district local governments (DLG), with financial support and technical assistance, in target districts, including refugee-hosting communities, to develop and implement by-laws and ordinances on alcohol, drug abuse, and VAWG/HP prevention and SRHR. Assess the effectiveness of existing by-laws and ordinances and compliance with international and human rights standards.[131]

Non-Formal Institutions and Community:

1.1.3 Work with cultural and religious institutions to identify, review, and amend customary and religious laws, practices, and norms to ensure they comply with national laws and policies; are non-discriminatory, inclusive, and gender-equitable; and utilize survivor-centred and child-friendly approaches. Spotlight will support institutions to popularise new practices and norms, including by implementing their 2015 and 2016 commitments and actions of VAWG/SRHR/HIV.

[128] Including the Domestic Violence Act 2010 and regulations, Children's Act regulations, the Employment and Sexual Harassment Act 2012 and policy, Judiciary Sentencing Guidelines and Judicature (Plea Bargaining) Rules 2016, SRH Policy and Guidelines.

[129] Including the Marriage and Divorce Bill 2009, Sexual Offences Bill, Legal Aid Bill and policy, Administration of Justice Bill 2018, Human Rights (Enforcement Bill) 2015, Adolescent Health Policy and Health Strategy, and Succession Act.

[130] This will also include supporting South-to-south learning exchanges to countries with best practices in legislative review and implementation of SGBV/SRHR

[131] Also including, support to DLGs to conduct consultation meetings on the effects and mitigation measures of alcohol and drug abuse, VAWG prevention, and SRHR.

1.1.4 Conduct legal literacy on VAWG/HP and SRHR laws and policies,[132] targeting communities, duty bearers and religious and cultural leaders, with particular emphasis on reaching women and girls facing intersecting forms of discrimination.

Spotlight will ensure that relevant laws are simplified and translated and will utilize multimedia and innovate approaches - including dramas, brochures, radio, social media, and curriculum supplements - to disseminate key laws. In coordination with Pillars 3 and 4 interventions, Spotlight will also conduct specialized trainings with duty bearers on application and enforcement of the laws. Through Pillars 3 and 6 Spotlight will integrate legal literacy and awareness in community policing programmes, human rights clubs in schools, service delivery points, and through religious, cultural and international events.

Women's Rights Activists and CSOs:

1.1.5 Strengthen the capacity of women's rights organisations and women's rights defenders[133] at national and subnational levels to (i) conduct operations research, (ii) review and identify gaps /weaknesses in existing laws and frameworks on women's rights, access to justice and SRHR issues, and (iii) conduct analysis on the effectiveness of laws and policies, including obstacles faced by particular groups of women; and (iv) propose amendments to legislation.

This will include supporting coalitions and CSOs to develop advocacy strategies and action plans, review existing law and policies, develop policy briefs, and convene forums for engagement with parliamentary committees, duty bearers, and key stakeholders. Specific attention will be given to strengthening the engagement and capacity of networks representing most at risk populations (MARPs).

Pillar 2 Interventions by Output

Output 2.1: Key officials at national and sub-national levels in all relevant institutions[134] are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including SGBV/HP, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors.

National Level:

2.1.1 Retain consultants to support the MGLSD and MoH to engage the National Planning Authority to integrate VAWG/HP and SRHR in the preparation of the **3rd National Development Plan** and convene multi-sectoral and multi-actor validation meetings to strengthen the basis for mainstreaming of VAWG/HP and SRHR into sector, agency and district planning and budgeting.

2.1.2 Support initiatives to accelerate progress on SDGs through **mainstreaming integrated VAWG/HP prevention and response with SRHR across all Sector** (including education, health, institutions responsible for addressing and advancing human rights,[135] JLOS sectors, security, and the productive sectors – agriculture, extractives, energy and environment, tourism, works and transport) **and District planning and budgeting**. This includes conducting a rapid assessment

[132] Including the Prohibition of Female Genital Mutilation Act 2010; Prevention of Trafficking in Persons Act 2009; National Policy on the Elimination of GBV and its Action Plan; the Sexuality framework, the Children's (Amendment) Act 2016, the HIV Aids Policy, and SRHR guidelines.
[133] Under their umbrella coalitions and networks, for example, the Domestic Violence Act Coalition, Uganda Women Parliamentary Association (UWOPA), the Uganda Women's Network, the Legal Aid Service Providers Network (LASPNET).
[134] E.g. justice, statistics, police, health, community based, etc.
[135] SDG 3, 5, 10, 16 and EAC legislation

and training to identify capacity gaps, which will inform ongoing mentorship programs with target staff and agencies.

2.1.3 Support relevant MDAs and sectors[136] to develop, disseminate, and/or operationalize **internal accountability mechanisms and performance management systems/tools** (including job descriptions) to ensure effective VAWG/HP prevention and response programming and VAWG/HP and SRH service delivery, in line with law and international standards. To ensure effective roll-out, Spotlight will provide ongoing technical support, including hands-on mentoring and training, to operationalize the accountability and performance management systems.

Subnational Levels:

2.1.4 Strengthen high-level (Uganda Local Government Association, LC Vs District Councillors and LC III Councillors) district **leadership, policy advocacy and participation in planning** through tailormade sensitization, training, and mentoring programmes, based on a gap analysis and training needs assessments.[137]

2.1.5 Support the MoLG and NPA, financially and with technical assistance, to review and revise performance metrics and tools to include VAWG/HP and SRHR indicators in local government assessments. Support key DLG departments and officials[138] to develop, disseminate, and/or operationalize **internal accountability mechanisms and performance management systems/tools** (including, but not limited to, implementing those developed by the MoLG) to ensure effective VAWG/HP prevention and response programming and service delivery, in line with law and international standards.

2.1.6 [Intentionally left blank to match budget numbering]

2.1.7 Spotlight, in coordination with the MoLG and EOC, will run an **extended hands-on training and ongoing mentorship programme**[139] with relevant district and sub-county level officials and staff to strengthen their capacity for: (i) participatory planning, (ii) gender responsive budgeting (see Output 3, below) (iii) implementation and coordination of cross-sectoral action on VAWG/HP and integrated SRHR (see also Output 2, below), and (iv) development and use of performance management and accountability systems for VAWG/HP and SRHR actions and service delivery.

Private Sector:

2.1.8 Scale-up the **Gender Equality Seal Programme for Private Enterprises**[140] operating in target districts and provide technical support to strengthen MSMEs compliance to VAWG/HP/SRHR policies and guidelines through: (i) creating workplace culture that fosters respectful relationships and gender equity, including correcting inequitable management patterns that weaken the business function and create fertile ground for VAWG/HP; (ii) developing workplace policies and procedures

[136] Prioritizing those MDAs and sectors responsible for provision of VAWG/HP prevention, essential services, and SRHR, including MGLSD, MoLG, UPF, ODPP, Judiciary, and MoH.
[137] This intervention will prioritize Uganda Local Government Association (ULGA), Local Council Vs District Councillors (LCV), and Local Council III Councillors (LCIII).
[138] Including responsible for the provision of VAWG/HP prevention, VAWG/HP essential services, and SRHR. For example, the Chief Administrative Officer (CAO), technical Heads of Department, Community Based Services Department, Social Services Committee, Police Officer in Charge of Station (OC Station) and Officer in Charge of Criminal Investigations Division (OCCID), Magistrate Grade 1, Resident State Attorney (RSA), and District Health Officers.
[139] As well as technical assistance to target DLGs, mentoring, quality control visits, job aids, development of accountability systems, job descriptions and/or performance incentives.
[140] The Gender Equality Seal Programme for Private Enterprises is an innovative tool for businesses to reduce gender gaps, promote both equality in the work place and women's economic empowerment. Under Spotlight, the Gender Equality Seal will be expanded to specifically address VAWG.

to address VAWG/HP, including reporting requirements, safety procedures, referral paths, and workplace entitlements for victims, and accountability measures for perpetrators**.**

2.1.9 Work with the MGLSD to develop a mechanism for recognition of excellence, best practices and models that are proven effective in enterprises, CSOs, media, and public institutions that adhere to set guidelines for preventing or responding to VAWG/HP and promoting SRHR.

Training Institutions:

2.1.10 Support the development and review of VAWG/HP and integrated SRHR **training curriculum and tools** for relevant sector practitioners, government, and private training institutions, including through review and gap analysis of existing training materials and technical support to revise the curricula.[141]

2.1.11 Spotlight will also advocate for institutionalization of VAWG/VAC/HP and integrated SRHR curriculum **into pre-service trainings**, including for health workers, police, prosecutors, judicial officers, social welfare and probation officers, social workers and local government.

Output 2.2 Multi-stakeholder national and sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups.

1.2.1 Support the MGLSD, MoH, and JLOS to **integrate and strengthen existing coordination and referral mechanisms for the prevention and response to VAWG/HP**, to ensure an integrated, coordinated protection system and referral mechanism[142] and promote a unified agenda for planning, budgeting, implementation and performance management.

1.2.2 Support strategic multi-sectoral coordination meetings to oversee financing, accountability and implementation of VAWG and SRHR legislations and hold institutions and MDAs accountable. This includes supporting and advocating for a high-level national joint coordination platform lead by the Office of the Prime Minister.

1.2.3 Strengthen mechanisms for joint cross-border policing and monitoring of FGM and Human Trafficking, including by providing the MoIA with technical assistance to conduct joint boarder assessments and develop SOPs and conduct trainings with police and immigration officials.

Output 2.3 Partners (Parliamentarians, key government officials and women's rights advocates) at national and sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including SGBV/HP, and promote women and girls' SRHR.

2.3.1 Train relevant **Parliamentary committees, especially the Budget Committee,** in gender-responsive budgeting (GRB) and operationalizing the Gender Equity Certificate (GEC),[143] and

[141] Judicial Training Institute (JTI), Nsamizi Institute for Social Development, Police Training School, Law Development Centre (LDC), DPP, CSC, UPDF, UMI, MoES, CDC, MoLG.
[142] Including VAWG/HP and integrated SRHR, to avoid duplicative and unsustainable parallel structures. The coordinated national protection system should ensure that a streamlined referral mechanism exists at the national level, is linked with district-level and JLOS coordination mechanisms, and is integrated with SHR. Interventions will be coordination with Pillar 4's development of the integrated district-level VAWG referral and case management systems (UCHL and District Action Centres).
[143] In 2015, Parliament enacted the Public Finance Management Act making it compulsory for all MDAs as well as DLGs to identify and address Gender and Equity issues in their activities to be funded through their annual budgets.

related implementation guides,[144] to enable Parliament to ensure sector adherence to GRB and to monitor misappropriation or reallocation of funds.[145]

2.3.2 Working through the EOC and Ministry of Finance, **strengthen national-level technical capacities**[146] for participatory planning and GRB and monitoring, including to specifically integrate and allocate resources for VAWG/HP and SRHR programmes. This will include the implementation and coordination of cross-sectoral and multi-agency action on VAWG/HP and SRHR.[147]

2.3.3 Support the EOC to **strengthen district and sub-county level capacities** in target districts for GRB and run an extensive hands-on training and ongoing mentorship program – in coordination with the EOC and MoLG - with target subnational officials (integrated with the sub-national training set forth in Output 1, above).

2.3.4 Support the EOC to conduct post budget assessments to ensure compliance with the Gender Equality Seal during implementation/use of the funds.

2.3.5 Scale up and support the **Village Budget Clubs (VBCs)/GRB Committee Model** - a community empowerment model through which citizens build agency and are able to demand for gender responsive public services from their leaders and government duty bearers and strengthen accountability to address VAWG/HP and SRHR in budgets.[148]

Outcome 3, Interventions by Output

Output 3.1: National and sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards for in and out of school settings.

In-School Youth:

3.1.1 Support Ministry of Education and Sports to adapt and strengthen the Child Friendly School model. In target districts, support the MoE to implement the Child Friendly School model and RTRR guidelines in primary and secondary schools. This includes strengthening the capacity of school stakeholders – including, teachers, head teachers, school management, club champions, and Parents Teachers Association – to create a safe and positive learning environment and gender transformative pedagogy. It also includes working with school management committees and boards to develop school improvement plans and monitoring that integrate protection, safety and inclusion.

3.1.2 Support the development of the national school-based sexuality education (SE) framework. This includes supporting the development of SE implementation guidelines and learning materials. In target districts, support the roll-out of SE framework in selected primary and secondary schools and vocational and tertiary learning institutions. This includes engagements with and orienting

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The Act mandates the Equal Opportunities Commission (EOC) to assess Sector Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs) for Gender and Equity (G&E) responsiveness. It is therefore now mandatory for Sectors, Ministries, Departments and Agencies to comply with gender and equity requirements during planning and budgeting so as to be issued a Certificate of Compliance with Gender and Equity.

[144] Specifically, the Gender and Equity Compliance Assessors Guide, the Gender and Equity Guide, and the Gender and Equity Compacts for MDAs.

[145] It will also include supporting civil society organizations (CSO) to review sector plans and budgets, develop policy briefs and fact sheets, and engage government sectors and Parliamentary committees on gaps, priorities, and allocation of resources for ending VAWG/HP and SRHR. See Output 1.3.

[146] Including, MGLSD, MoH, MoLG, OPM, MFPED, NPA, Sector Ministries, and other relevant non-state actors.

[147] Spotlight will target existing coordination mechanisms. These include, *inter alia*, the high-level MGLSD GBV platform, National GBV Reference Group, Social Sector Working Group, and OPM national coordination platforms.

[148] Initiated by FOWODE in Kabale and Kibuku.

district education stakeholders on SE, disseminating SE to learners through school clubs, and mentorship with girls in upper primary and lower secondary school.[149]

Out-of-School Youth:

3.1.3 Support para-social workers in target communities to identify out-of-school youth – with particular emphasis on identifying the most vulnerable youth – and encourage them to return to school or, where school is not possible, link them with existing livelihoods and empowerment programmes (including Empowerment and Livelihoods (ELA) intervention below). Spotlight will also support school-based clubs to actively engage their out-of-school peers with back-to-school, child protection, and SRHR information and messaging.

3.1.4 Rollout the sexuality education strategy/ life skills for out of school in selected sub counties of the selected districts and accelerated learning. Depending on the location, this may include youth corners, peer-to-peer mentoring with out-of-school youth and out-of-school clubs/forums.

3.1.5 Spotlight will scale up use of U-REPORT, a mobile application that can be utilized to engage children and young people, monitor perception of VAWG/HP and SRHR and service delivery, and engage children and young people in other issues that affect them.

Parents:

3.1.6 Support MGLSD and DLGs to roll-out Parenting Guidelines in target districts to promote non-violent parenting methods, including manuals on parenting and communication skills, developing IEC materials on parenting practices, and coordinating messaging and engagements with the broader SASA! community mobilization and norm change messaging and strategies (Output 2, below).

Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities and femininities.

Community-Wide Mobilization and Social Norm Change:

3.2.1 Scale up the evidence-based SASA! community mobilization and social norm change model **to mobilize entire communities, across the ecological-model** – including **men and boys, women and girls, in and out of school youth, refugee leaders, local government, religious and cultural leaders and institutions, public and private sector institutions, and media** – with targeted, but coordinated and mutually-enforcing messages and engagements to promote gender-equitable norms, attitudes and behaviours and the exercise of their rights, including the right to be free from violence and to access SRHR.[150]

Based on the SASA! model, programming will be divided into four stages (Start, Awareness, Support, Action) with unique messaging and interventions at each stage. The programme will regularly monitor community knowledge, attitudes, and beliefs - through Rapid Assessment Surveys and Assessment Dialogues - in order to determine when to advance to the next stage.

Based on SASA!'s model, Spotlight will utilize a range of community mobilization and social norm change activities, including:

[149] These engagements will be coordinated with the Child Friendly Schools, where practicable.
[150] The *SASA!* model and related innovations with the DLGs will be scaled-up in four districts, with related programming within refugee settlements and in refugee-hosting communities.

- Utilizing creative and fun materials like posters, comics, games, and dramas to engage people spontaneously during their day-to-day activities, or to stimulate discussions and dialogues with organized groups.
- Engaging existing formal and informal groups (including local leaders, health workers, faith-based, cultural and religious organizations, police, prosecutors, para-social workers, private sector, or peer groups) with tailored materials, messages, and trainings to raise awareness, strengthen skills, and inspire action to prevent and respond to VAWG/HP and support SRHR.[151]
- Engaging men and boys through targeted dialogues in locations that men and boys frequent, as well as modification of popular local games to address issues of power, violence and gender equity.
- Utilizing media - including radio, newspapers, and social media - to amplify the SASA! phase-specific messages.
- Organize phase-specific public events to learn more about preventing VAWG and SRHR (for example community fairs, dramas or films during the Awareness Phase), show support for survivors (example a survivor vigil during the Support Phase), or to take action (a march during the Action Phase).
- Providing training, mentorship, and technical support to local government personnel (including social welfare officers, LCs, para-social workers) and unpaid SASA! "community activists" to, among other things, enable them to understand and utilize the SASA! approach; analyse and explore connections between power, VAWG/HP, HIV/AIDS, and SRHR, both personally and within the community; and create policies and practices that encourage and sustain positive norm change.

Under Spotlight, SASA! programming will be implemented with DLG officials and structures to allow for this increased mentorship of relevant local government personnel and enhance government ownership and sustainability, as well as to support a model that can scale SASA! to other communities through the government systems.[152]

Community mobilization efforts will also support implementation of VAWC and HP legislation to end impunity and prevent recurrence of violence, including by **encouraging reporting and referrals of VAWC/HP** and integrate SBCC strategies to address attitudes, beliefs, and norms that discourage reporting, prosecution of perpetrators, and access to SRH and VAWC essential services with broader community mobilization activities with community members, stakeholders, and duty-bearers.

3.2.2 Track socio-cultural norms, values, beliefs and practices that impact gender equitable behaviours and practices and SRHR, to inform policy and programming. This includes the real-time Gender Perceptions Dashboard (Pulse Lab),[153] U-Report (see Output 3.1), and the IOM Displacement Tracking Matrix, as well as SASA! methodology's formative research and rapid assessments.

[151] Elements of *SASA! Faith*, will be utilized to specifically engage with religious leaders.
[152] There will be close coordination between UNWomen (supporting implementing CSOs) and UNICEF (supporting implementing DLGs) throughout implementation to ensure effective and coordinated programming.
[153] Real-time Gender Perceptions Dashboard (Pulse Lab) provides analysis of radio conversations, which can be used to monitor public perceptions of VAWG, HP, and SRHR and inform programming in target districts.

3.2.3 Spotlight will support the development and use of a displacement tracking matrix, to help monitor FGM-related movement across the border between Uganda and Kenya.

3.2.4 In districts with the highest prevalence of HP (Amudat), Spotlight will also include targeted interventions specifically addressing FGM and child/early marriage. These interventions will be coordinated with and complementary to the broader community mobilization interventions (SASA!) and engagements with in- and out-of-school youth and their families (Output 3.1). Spotlight will specifically work to build community consensus around public declarations against HP, including working with religious and cultural leaders and community dialogues.

3.2.5 Spotlight will amplify the community-based mobilization approaches by supporting or coordinating messaging with existing multi-media social behaviour change communication and/or advocacy campaigns,[154] as well as targeted additional engagements with religious and cultural leaders.[155]

3.2.6 Spotlight will support targeted engagements with men and boys through the MGLSD and MoH's Male Engagement strategies.

3.2.7 Spotlight will support targeted engagements with religious and cultural institutions to implement agreed action plans and pronouncements (developed in Pillar 1) to promote positive and gender-equitable practices.

Integrated livelihood, empowerment and gender equality to reduce violence and promote SRHR:

3.2.8 Train women and girls in target areas – targeting marginalized and most at-risk women and girls[156] – on gender, SRHR, communication and violence integrated into livelihood and economic empowerment programs to promote reduction in violence against women and girls. This includes expanding integration of GBV and SRHR into the proven at-scale empowerment and livelihood for adolescents (ELA) approach through financial literacy, mentorship, adolescent health promoters and adolescent clubs.

3.2.9 Support formation and formalisation of small-scale women businesses including those in Artisanal and Small-scale Mining (ASM) Associations, village savings and loan associations (VSLAs), markets, farming associations etc. and facilitate linkages to productive value chains, including financing opportunities.

Public and private institutions create safe spaces that reduce the risk of violence and sexual harassment:

3.2.10 Support targeted urban centers and refugee settlements in selected districts to conduct safety audits/assessments to identify weaknesses in plans and policies, hot spots, perpetrators and to develop mitigation measures.

3.2.11 Support urban and town council authorities in target districts to develop comprehensive interventions for prevention and response to VAWC in public spaces in coordination with other stakeholders through infrastructure planning and awareness raising.

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[154] For example, aligning interventions with key international and national advocacy days, including 16 Days of Activism Against GBV. Based on priorities in specific target districts, it may also include scaling up and supporting on-going campaigns on VAWG/HP and SRHR including, MGLSD's national C4D strategy, Make Happiness Not Violence, Live Your Dream, He for She, and Prevention of Trafficking in Persons.

[155] UN Women in Partnership with Makerere University School of Public Health – Resilient Africa Network (RAN) have been incubating 5 innovation projects on ending violence against women and girls. See https://www.ranlab.org/ Spotlight will support these innovative projects.

[156] Including women and girls in the extractive sector, market women, survivors of VAWG and HP, female/ and child headed households, Child/Youth brides, children in or at risk of trafficking and commercial sexual exploitation, women living with HIV/AIDS, women & girls living in humanitarian and disaster prone areas.

3.2.12 Improve women and girls' safety and security in refugee settlements and host communities by supporting and advocating for community policing; installation of solar lighting in public areas; single-sex toilets in public and private facilities; equipping and facilitating safe spaces/corners for women and girls; and the use of energy efficient cooking technologies to minimize SGBV risk during firewood collection.

3.2.13 Support innovations and innovative approaches that promote gender equitable norms, EVAWG, and SRHR, including the RandLab and supporting the Private Sector Foundation of Uganda to organize an innovation challenge.

Output 3.3: Decision makers in relevant non-state institutions[157] and key informal decision makers[158] are better able to advocate for implementation of legislation and policies on ending VAWG, including SGBV/HP, and for gender-equitable norms, attitudes and behaviours and women and girls' rights (including SRHR)

3.3.1 Support the Media Council to strengthen the capacity of media houses (including FM stations in targeted districts) through training, review/introduction of guidelines, and dissemination of material to enhance publicity on educational and developmental programmes on VAWG/HP and SRHR.

3.3.2 Strengthen engagements with the private sector to prevent and respond to gender discrimination and violence in the work place, including by scaling-up the Gender Equity Seal for Private Enterprise.

Outcome 4, Interventions by Output

Output 4.1: Relevant government institutions and CSOs at national and sub-national levels have better knowledge and capacity to deliver quality, coordinated multi-sector essential services, including SRH services and access to justice, to women and girls' survivors of VAWG, including SGBV/HP, especially those facing multiple and intersecting forms of discrimination.

Support an integrated protection system, including collaboration and referral pathways:

4.1.1 The Spotlight Initiative will strengthen sub-national multisector coordination and service delivery for integrated response to VAWG/HP (for one district protection system), ensuring streamlined protection coordination and referral mechanisms are functional, funded and effectively utilized, linked to district justice sector's coordination mechanisms (District Chain-link Committees), integrated with SRH, and under the leadership of the district local government through the Probation and Social Welfare Officer under the Department of Community Services. The CHL District Action Centres are found within this structure and provide an essential reporting and referral platform.

Spotlight will **strengthen the social welfare workforce** and support district governments in target districts to **strengthen and enhance district and sub-county level multi-sectoral service delivery** for survivors of VAWG/HP. It will ensure that services and systems are in line with MGLSD guidelines, the NGBV Policy and Action Plan, the (draft) Child Policy, the Ministry of Education and Sports' Reporting, Tracking, Referral and Response Guidelines (RTRR Guidelines), and other relevant international normative frameworks and guidelines. Spotlight will support the **implementation of the RTRR Guidelines in schools** to ensure reporting by children and school officials of violence against children/girls, and integration with the broader district referral and response systems.

[157] Including the media, sports, workplaces, etc.
[158] Will differ from region to region and includes decision makers from informal institutions, e.g. traditional, religious and community leaders

This includes supporting the mapping of VAWG/HP and SRHR service providers in target districts; dissemination of referral pathways lists and contact information to formal and informal service providers; and strengthening monitoring and support supervision by joint local government teams for delivery of quality essential VAWG/HP and SRHR services. It will also include developing supervision and management guidelines for social workers and development of minimum service standards for GBV/VAC/HP.

To specifically support the provision of integrated SRHR services for survivors of violence, Spotlight will also strengthen SRHR integrated coordination including meetings at the national and district levels, including integrated clinical meetings.

Ensure service providers in target districts have the knowledge, tools, capacity, and accountability to provide VAWC/HP essential services and integrated SRHR services.

4.1.5 Review, develop and/or strengthen multi-sectoral national guidelines, protocols, and job aids for the provision of integrated VAWG/HP and SRH services in the context of the Essential Services Package and support printing and dissemination in target districts, including in clinical management of survivors of VAWG manuals and protocols within the provision of health, mental health and psychosocial support (MHPSS), case management, and SRHR service delivery.

4.1.6 Build the capacity of sub-national level **health service providers** – with knowledge, tools, equipment, and accountability – to effectively screen, identify, treat, and make referrals of cases of VAWG/HP during the provision of SRHR services in relation to, but not limited to, family planning, maternal and child health, HIV-related services, provision of emergency contraception supplies, assault/post-rape kits, and availability of dual protection methods such as male and female condoms.

This includes developing and/or reviewing and providing training for SRHR/VAWG service providers and health workers in target districts on (i) screening and early identification of cases of VAWG/HP; (ii) referring and supporting survivors to report violence and/or seek other support and protection; (iii) clinical management of cases of VAWG/HP; (iv) provision of survivor-friendly, child-friendly, and trauma-informed services; (v) documentation of the abuse and harm in both medical records and police forms (PF3); (vi) role in providing medical-legal evidence to support the prosecution of VAWG/HP-related cases; and (vii) critical skills training including provision of emergency contraceptives, use of colposcopes and visual inspection of the cervix and management of STIs/HIV.

It will also include supporting the MoH to provide quality control and mentorship visits;[159] advocating and supporting institutionalization of the integration of VAWG/HP into SRHR pre-service training. Where government is unable to meet critical needs, support procurement and distribution of essential medical supplies for survivors of violence.[160]

4.1.7 Strengthen the provision of **SRHR services in target districts**. This includes: (i) facilitating recruitment for midwives in refugee settlements and host communities as frontline cadres in SRHR/GBV service delivery; (ii) training health workers on SRH services; (iii) supporting provision

[159] Including to ensure quality control of service delivery, including on the Medical Examination Form for GBV, Police Form 3, and VAWG/HP referrals.
[160] Including, emergency contraceptive pills, Post-Exposure Prophylaxis (PEP), HIV tests and treatment, Hepatises B vaccine, contraceptives for child brides and others exposed to ongoing sexual abuse, materials required for screening and syndromic management of sexually transmitted infections (STIs) using the Uganda Clinical Guidelines (UCG), and police form 3s (PF3).

of integrated SRHR services at health facilities;[161] (iii) strengthening capacity for regional hospitals to provide critical SRHR services that are unavailable within target districts, including fistula repair camps; and (iv) advocacy to address obstacles in responding to VAWG/HP and SRHR.[162]

Where government is unable to meet critical needs, Spotlight will also support procurement of SRH supplies in target districts.[163]

4.1.8 Facilitate provision of **case management** services. Principally, Spotlight will support the scale-up of the **SAUTI National Child Helpline (CHL)** to target districts, expanding its scope to include incidents of VAW, as a key tool for reporting and referring cases of VAWG/HP.[164] Support will include supporting the secondment of staff at sub-county level to improve case management; (i) existing UNICEF-supported staffing for the CHL (national level) and (ii) additional staffing for the CHL (national level) to integrate VAW with existing VAC/HP services and meet additional demand for support services, as well as contributing towards functioning of three district level **Social Welfare Office in the Department of Community Services** (which include the District Action Centres – in Arua, Amudat, and Kasese[165]), to enhance mental health and psychosocial support counselling, case management and survivor re-integration into the community.[166] Relevant probation and social welfare officers[167] also require additional training in order to provide gender and child sensitive support, case management, supervision and management of case workers and referral services in line with MGLSD guidelines.[168]

4.1.9 Strengthen the provision of case management support, including develop and roll out in-service training modules and provide secondment of staff and coaching for probation/social welfare officers and CDOs

4.1.10 Facilitate provision of **psychiatric and mental health services**. This includes orienting and engaging district hospital psychiatric nurses for advanced case management such as PTSD and referral, facilitating referral and transport to regional hospitals for psychiatric support for more remote communities and most at risk women and girls; advocacy;[169] and facilitating mental health investigation and services through the provision of needed commodities and supplies.

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[161] Including integrated, fistula outreach, cancer-screening, and outreaches at community level including integrated STIs, STI and HIV screening, counselling and testing, family planning camp, and GBV information and awareness and referrals

[162] Including, the inclusion of SRHR needs of adolescents and young people, free medical services for survivors of VAWG; adequate funding to provide compensation for medical workers who testify in Magistrates Court; and health workers' provision of PEP services aligned to international standards.

[163] For example, colposcopes for use in examining survivors of sexual violence; reproductive health and PEP kits, including rape kits, for management of sexual violence; fistula repair kits; supplies/consumables for ultrasound services, emergency contraceptives, STI drugs, Hepatitis B vaccine, consent forms, medical charts with pictograms, client information pamphlets.

[164] Currently the CHL case management system is also being upgraded to enable registration of walk-in cases at the district level.

[165] Spotlight will coordinate with Plan International, who currently support the DAC in Tororo.

[166] In line with the Ministry's Child Helpline Guidelines for Establishing District Action Centres and the Ministry's Case Management tools for Child Protection.

[167] Department of Community Development and relevant officers – Probations and Social Welfare Officers, CDOs etc., including District Action Centre/social welfare office staff.

[168] Spotlight will develop an exit strategy for Government funding of CHL staffing and operational costs.

[169] Advocate for strengthening of social welfare workforce at sub-national and national levels; inclusion of comprehensive psychosocial curriculum in the education system; increased professional psychosocial counselling spaces; training in VAWG psychosocial support for all multi-sectoral actors that handle survivors.

4.1.11 Support delivery of essential **safety and protection services**, including through advocating for passage of and funding for witness protection services within JLOS institutions; training existing emergency shelter staff on handling and preparation of survivors, and piloting intervention on provision of emergency care for child survivors of abuse and SGBV who need immediate and family-based care.

4.1.12 Build the capacity of sub-national level **traditional and non-traditional legal-aid service providers** (including community legal volunteers, local councillors and local council courts, cultural and religious leaders, probation officers and community development officers) to (i) identify, counsel, and refer cases of VAWG/HP; (ii) provide survivor-centred, child-friendly, and gender-sensitive case management and legal aid services, with international standards and global norms;[170] (iii) promote SRHR; and (iv) referring and supporting survivors to report violence to police and seek other support and protection services. These formal and traditional leaders are often the first person to whom a survivor report and a critical link in the referral and response chain.

4.1.13 Spotlight will develop and disseminate **alternative dispute resolution guidelines** for appropriate cases of VAWG/HP that protect the human rights of women and children, emphasizes survivor safety, voice, and agency, and ensures perpetrator accountability. Guidelines will be tailored for specific regions, cultural and religious leaders, and institutions. Key officials at the sub-national levels[171] will be provided specialized training and follow-up mentoring to effectively utilize the ADR guidelines in appropriate (within their mandate and expertise) cases of VAWG/HP, while being sensitized on the scope of their mandate in prevention and response to VAWG/HP and the need for appropriate referrals and linkages to the formal justice system.

4.1.14 Spotlight will directly support provision of legal aid and access to justice for survivors of VAWG/HP in target districts through training and staffing of CSOs and paralegals to provide legal advice and representation. And will develop and disseminate resource handbooks that simplify and translate VAWG/HP and SRHR-related laws, rights, and referral and reporting procedures.

Perpetrators of VAWG/HP are effectively and efficiently prosecuted in line with the law and international human rights standards and guidelines with the aim of increasing deterrence, ending impunity for VAWG, employing gender-responsive, child-friendly and trauma-informed approaches and case management, and increasing justice and security for women and girls.[172]

4.1.15 Review, develop and/or strengthen multi-sectoral national guidelines, protocols, accountability mechanisms, and job aids for the coordinated and effective prosecution of perpetrators of VAWG/HP. Support the printing and dissemination of the same. Including related to the fast-tracking of cases of VAWG/HP;[173] review of judicial sentencing guidelines to ensure justice for

[170] See also, Output 4.3
[171] Including Local Council 1, Local Council Courts,- training packages will be integrated with others targeting communities (e.g. CDOs, education officials/teachers and PSWOs).
[172] Success of this intervention also relies upon officials within the local government and justice sector having the will and accountability to prosecute perpetrators of VAWG/HP in line with the law. This also corresponds with (1) Pillars 3 and 6 mobilizing women's groups and CSOs to hold JLOS officials accountable for service delivery; (2) Pillar 3 sensitization and BCC with JLOS officials at the national and sub-national level; and (3) Pillar 2 establishment of performance metrics and accountability systems within the UPF, ODPP, and Judiciary to ensure effective prosecution.
[173] Support Judiciary to develop and disseminate guidelines, SOPs, and mechanisms for the effective fast-tracking of cases of VAWC/HP, including: SOPs for specialized courts for the management of cases of SGBV and procedures for cases of VAWGHP not covered by the specialized SGBV court.

women and girls, and accountability for perpetrators;[174] prosecutor plea bargaining guidelines and handbooks;[175] and police investigations.[176]

4.1.16 Conduct **training with sub-national level police[177] and prosecutors in target districts** (4.1.17) in (i) the application of VAWG/HP laws, with emphasis on crimes outside of the Penal Code; (ii) gender-responsive, child-friendly, and survivor-centred and trauma-informed investigations, prosecutions, and case management;[178] (iii) for police – hands-on investigation and evidence-collection techniques and skills, including guidelines for collection, preservation, and submission of evidence in court, (iv) for police – effective documentation of investigation and provision of evidence in court, (v) for prosecutors - hands-on techniques and skills for effective prosecution, and (vi) referring and supporting survivors of violence and harmful practices to other essential services, including SRH services.

4.1.17

4.1.18 To address capacity gaps with the Judiciary, Spotlight will conduct **training with judicial officers – with priority on Magistrates**, who hear the majority of case of VAWG/HP and yet are often overlooked in judicial officer trainings – in target districts, in gender-responsive, child-friendly, trauma-informed, and victim-centred management of cases of VAWG/HP using the Gender Book, Children's Bench Book and revised JTI-supported curriculum.

4.1.19 Drawing from the proven **mentorship model**,[1] Spotlight will facilitate the provision of ongoing mentoring, accountability, and support for police officers in the investigation and detention of perpetrators of VAWG/HP, and prosecutors in the prosecution of VAWG/HP-related crimes, through external staffing to support and mentor the trained police during the investigation of individual cases and state attorneys in the prosecution of individual cases (on "watching brief").[1]

4.1.20 In order to help fast track children's cases of violence and to mentor and support district-based justice officials, Spotlight will facilitate the presence of Justice for Children Coordinators at high courts in target districts.

4.1.21 After conducting a needs assessment in the target districts, Spotlight **will support the provision of adequate resources** – including equipment and supplies – in target districts to carry out the effective investigation and prosecution of perpetrators of VAWG/HP in target districts, while advocating for additional and sustainable government funding and resources.[179]

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[174] Advocacy for review of sentencing guidelines for VAWC/HP, and related enforcement mechanisms, in line with global norms and standards, including for emotional violence and including provisions plea bargained cases.
[175] Support DPP to develop and disseminate Prosecutor Plea Bargaining Guidelines (including sentence-bargaining ranges and engagement with survivors of VAW/G) and institutionalized Prosecutor Handbook and Training manual, based on existing handbooks, such as the handbook on prosecuting child-related cases.
[176] Support UPF to develop and/or disseminate SOPs on VAWG/HP, Gender Policy and Action Plan, Police Case Registers, police forms 3, 3A and 24A among others, Compendium of EVAWC/SRHR Laws, ADR guidelines handbook for local council courts, case referral pathway, case registered with harmonized crime classifications, guidelines for exhibit collection, preservation and submission.
[177] Including uniformed and non-uniformed officers and officers within Criminal Investigations Division and Child and Family Protection Unit. These trainings will be coordinated with Pillar 1 and 2 interventions, including the national-level training-of and institutionalization of police and prosecutor training.
[178] For prosecutors, using the Gender Book, Children's Bench Book, and revised JTI-supported curriculum.
[179] This will likely include motorcycles and fuel, airtime, cameras, stationary, sexual assault forensic kits, computers and printers for UPF; expert-transport refunds for court testimony and preparation with state attorney; airtime to enable state attorneys to contact complainants, survivors, and witnesses.

4.1.22 Support activities and meetings of the District Chain-link Committees (DCCs) to **strengthen coordination, oversight, accountability, and identify obstacles** in the successful investigation, detention, and prosecution of cases of VAWG/HP. In target districts, this will likely include strengthening and/or establishing and convening regular DCC sub-committees to more efficiently address individual cases of VAWG/HP, as well as support to fast track children's cases in the courts.

Spotlight will also coordinate with other program interventions to **enhance the reporting of cases of VAWG/HP to police** and the recognition of the need for perpetrator accountability, survivor safety, and an end to impunity for VAWG/HP.[180]

Output 4.2: Women and girls' survivors of VAWG/HP and their families are informed of and can access quality essential services (including those facing multiple and intersecting forms of discrimination), including longer term recovery services and opportunities.

4.2.1 Target communities are provided with **information, education and awareness of their human and legal rights** to quality VAWG/HP and SRHR services, the availability and how to access services, and how to report violence and abuse and seek help.[181] This includes developing information, education and communication materials on survivor rights, legal implications and available services and how to access them.

4.2.2 Train community based structures (formal and informal – local councils, community legal volunteers and paralegals, religious and cultural leaders, VHTs, para-social workers, and non-formal justice actors) on the health, safety, and legal implications of VAW/VAC/HP and SRHR, the referral pathway, and supporting survivors to report to police.

4.2.3 Support creation of **community structures (para social workers) to provide support and accompaniment** (including police and court accompaniment) for women and girls reporting abuse and/or accessing VAWG/HP and SRHR **services**. This includes (i) creation of peer support groups and network activities;[182] (ii) orienting a range of community-based structures on the health, safety, and legal implications of VAWG/HP and SRHR, the referral pathway, and supporting survivors to report to police;[183] (iii) supporting community-based reintegration initiatives for long term psychosocial counselling and reintegration of survivors and children; and (iv) in humanitarian contexts, support the setup, training and mentoring of Neighbourhood Watch Groups as well as providing individual and general legal counselling and legal information session based on identified person of concern (PoC) needs.

4.2.4 In refugee settlements and host communities, support the setup, training and mentoring of Neighbourhood Watch Groups as well as providing individual and general legal counselling and legal information session based on identified person of concern (PoC) needs

[180] This includes coordination with (1) Pillar 3 interventions to sensitize and implement social norm and behavior change strategies to break community and individual silence, increase reporting, and increase confidence in the public justice system; (2) Output 4.1 interventions to streamline reporting and referral mechanisms; orient officials at the sub-national level in target communities and community-based structures on scope of mandate and referral mechanisms; and (3) Output 4.2 interventions to support police and community-level groups to provide support and protection to survivors of VAWG/HP who report to the police.

[181] In coordination with interventions under Pillar 3 and relying, in part, on Pillar 3 outcomes of changed beliefs, attitudes, and social norms that prevent women, children, and communities from reporting violence and accessing VAWG/HP and SRH services.

[182] Designed to provide longer term emotional support for survivors, sustain self-esteem and share information among group members and the community to encourage access to services and reporting of violence.

[183] Local councils, community legal volunteers and paralegals, religious and cultural leaders, VHTs, para-social workers, and non-formal justice actors.

4.2.5 Support delivery of integrated VAWG/HP and SRHR **mobile outreach** to enhance survivor identification, referrals, access to VAWG/HP/SRH services, and increase reporting of violence.

This includes (i) monthly integrated SRHR/VAWG outreaches, with inbuilt screening, identification, and referral of cases of VAWC/HP, as well as awareness raising, before and during integrated SRHR service delivery; (ii) quarterly integrated mobile legal aid clinics, with include inbuilt screening, identification, and referral of cases of VAWC/HP, promotion of SRHR, and awareness raising; (iii) and scaling-up of SafePal[184] and GetIN.[185]

4.2.10 Facilitate and support JLOS to conduct special VAWG court sessions in remote communities that are prohibitively far from established High Courts, to help clear backlog of cases of VAWG/HP, as well as mobile courts in refugee settlements.

4.2.11 In refugee settlements and hard-to-access locations, Spotlight will establish mobile women space centres to offer services, including psychosocial counselling services, screening and referrals, and violence-prevention skills trainings. Spotlight is also support mobile courts to refugee settlements to improve access to legal services and improved confidence in the host country legal system.

Outcome 5, Interventions by Output

Output 5.1: Key partners including relevant statistical officers, service providers in government (UBOS, JLOS, Security, health, education, psychosocial, Gender); CSOs have strengthened capacities to regularly collect data on VAWG, including SGBV/HP, in line with international and regional standards to inform laws, policies, and programmes.

5.1.1 Strengthen existing data management systems to collect disaggregated VAWG/HP and SRHR administrative data, including by integrating existing VAWG/HP-related data management systems from across government, health, education, and justice sectors.

In collaboration with ongoing government and donor initiatives, review, explore the feasibility of integrating, harmonize, and standardize existing data collection tools, systems (including IT based systems), and resources (skills and equipment). Based on the feasibility study, begin a phased linkage of NGBV database to other sector IMS platforms[186] and support the roll-out of the linked NGBVD to target districts.[187]

5.1.2 Undertake capacity development of data collectors in the priority sectors at national and target districts through hands-on mentorship on IT skills, data quality collection, analysis and reporting.

5.1.3 Scale up CIS to target districts and to collect and report on VAWG/VAC/HP and integrated SRHR data.

Output 5.2: Quality prevalence and incident data on VAWG, including SGBV/HP, is analyzed and made publicly available for monitoring and reporting on SDG target 5.2 indicators and related SDGs to inform evidenced-based decision making.

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[184] SafePal a mobile application that allows young people to anonymously report incidents of sexual violence and be linked to the closest service delivery point.

[185] GetIN is a mobile application that supports midwives and Community Health Extension Workers (CHEWs) to identify, record and follow-up with most-at-risk pregnant women in rural areas.

[186] JLOS, HMIS, EMIS, OVC, the National Child Helpline, CVRS, National ID, and CRM-MIS.

[187] In addition, Spotlight proposes to support the automation of DPP data collection processes, and explore the feasibility of automating the police data collection process, through training, procurement of computers and web-based applications, as needed.

5.2.1 Strengthen capacity of relevant institutions to analyze and synthesize data for evidence based programming, policy analysis, and advocacy. Support skills development on data analysis linked to policy and strategic communication, levering the expertise of the academia institutions.

This includes working with academic institutions and sectors to undertake in-depth analyses of existing data sets to understand VAWG/HP and SRHR;[188] developing policy briefs, issue papers, fact sheets on VAWG/VAC/HP and SRH; and developing a public online platform including the SDG dashboard and linked to the U-Report for monitoring and reporting on VAWG/VAC/HP and SRH.

Outcome 6, Interventions by Output

Output 6.1: Women's rights groups and relevant CSOs,[189] have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national, national, regional and global levels.

An inclusive women's movement engage in an active and coordinated multi stakeholder platform to share knowledge, network, partner and jointly advocate for gender equality, ending VAWG and HP, and promoting SRHR.

6.1.1. Support to convening platform for the women's movement, including facilitating the participation of marginalized groups, who engage a broad range of stakeholders at national and sub-national levels, and agree on established mechanism of engagement. This includes funding to hold national and sub-national platform meetings.
6.1.2. Support to engaging youth, men, business women and working women, media and other key stakeholders in advancing women's dignity.
6.1.3. Mentoring of young women and women from marginalized groups into the women's movement.
6.1.4. Support to collective action and solidarity, including strengthened capability to respond to emerging issues, i.e. around key events/campaigns and a joint communication strategy.
6.1.5. Strengthen institutional capacity of the women's movement through research and knowledge generation and management, documentation and dissemination of work.

Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including SGBV/HP, and GEWE more broadly

Implementation of international and national commitments on gender equality, VAWG, HP and SRHR:
6.2.1 Support Women's Rights Organisations to monitor and hold government accountable for adoption, implementation and financing of selected national, regional and global commitments and standards on gender equality and women's empowerment, in particular those related to GBV/HP and SRHR.
6.2.2 Support to the Women's Network to engage on regional and global platforms – i.e. support to regional fora and securing strong representation of women at EAC, AU and CSW – in particular representatives of grassroot organisations and of groups facing intersecting forms of discrimination.

[188] This may include social factors inhibiting reporting of violence or seeking essential services, increase of FP uptake among sexually active unmarried adolescents, SRHR related violence against women and girls, particularly those most marginalized by location, wealth status, and education including children facing forced marriages. Support will also be provided to undertake operations research studies for instance on the cost of VAWG/HP, limitations to the implementation of existing VAWG/HP laws, sexual exploitation and abuse prevalence and its manifestations in public spaces, in-depth analysis of the interrelationships between VAWG, teenage pregnancy, fistula and their impact on harnessing the demographic dividend among others.
[189] Including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization

6.2.3 Support Women's Rights organisations to advocate, monitor, report and influence the implementation of the National Action Plan on 1325, and other relevant national, regional and international instruments on women, peace and security, and transitional justice

Social Accountability Mechanisms

6.2.4 Support to civic education on women's rights, GBV/HP and SRHR, in particular initiatives engaging non-traditional members of the women's movement.

Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization[190] have strengthened capacities[191] and support to design, implement and monitor programmes on gender-equity, VAWG, including SGBV/HP, and promote women's and girls' SRHR.

6.3.1 Capacity strengthening of women's movement actors, in particular grassroot organizations and groups representing intersecting forms of discrimination, on programme design, implementation, and monitoring; budgeting and financial accountability; leadership and advocacy; accountability and engaging in government/intergovernmental processes; financing and increasing capacity to access funds; and on documenting work and knowledge management.

6.3.2 Support to women human rights defenders to enable them to safely and effectively advance the rights of women and girls in Uganda.

[190] Including young women, rural and grassroot organizations.
[191] Including civic education, leadership, capacity to monitor, and capacity to effectively and safely engage.