



**Spotlight Initiative**  
*To eliminate violence against women and girls*

# Spotlight Initiative 2.0 Programme in Sierra Leone

## **ANNUAL NARRATIVE PROGRAMME REPORT**

1 March 2025 - 31 December 2025



Project Title & Project Number	Priority regions/provinces/areas/localities for the programme
<p><b>Programme Title:</b> Spotlight Initiative 2.0 Programme in Sierra Leone</p> <p><b>MPTF Office Project Reference Number</b> : 00141190, 00141189, 00141188, 00141187 and 00141186</p>	<p>Selected chiefdoms:</p> <ul style="list-style-type: none"> <li>• Falaba District: Mongor, Neya and Sulima</li> <li>• Kailahun District: Luawa, Yawei, Malema</li> <li>• Moyamba District: Ribbi, Kagboro, and Kori</li> </ul>
Recipient Organization(s)	Key Partners
<p>UNICEF, UNDP, UNFPA and UN Women</p>	<p><b>Government Partners</b></p> <ul style="list-style-type: none"> <li>• Ministry of Gender and Children's Affairs</li> <li>• Ministry of Basic and Senior Secondary Education</li> <li>• Ministry of Social Welfare</li> <li>• Ministry of Health</li> <li>• Ministry of Justice</li> <li>• Ministry of Interior</li> <li>• Teaching Service Commission</li> <li>• Sierra Leone Police</li> <li>• Judiciary</li> <li>• National Commission of Persons with Disabilities</li> </ul> <p><b>Civil Society Organizations (CSOs)</b></p> <ul style="list-style-type: none"> <li>• Focus 1000</li> <li>• SEND Sierra Leone</li> <li>• Plan International</li> <li>• Forum Against Harmful Practices</li> <li>• Center for Accountability and Rule of Law</li> <li>• Institute for Legal Research Advocacy for Justice</li> <li>• Legal Access through Women Yearning for Equality Rights and Social Justice</li> <li>• Women's Forum</li> <li>• Voice of Women (Women living with HIV)</li> <li>• Forum Against Harmful Practices</li> <li>• Inter-religious Councils</li> <li>• Councils of Paramount Chiefs</li> <li>• Restless Development</li> <li>• Happy Kids and Adolescent</li> </ul>

Programme Cost (US\$)			Programme Start and End Dates	
<b>Total budget as per the Spotlight Initiative CPD<sup>1</sup>:</b> 12,470,867 USD  <b>Spotlight Initiative funding:</b> 11,328,867 USD from EU  <b>Agency Contribution:</b> 1,142,000 USD  <b>Spotlight Funding and Agency Contribution by Agency:</b>			<b>Start Date:</b> 1 <sup>st</sup> March 2025  <b>End Date:</b> 31 <sup>st</sup> December 2028	
Name of RUNO	EU Funding (USD)	UN Agency Contributions (USD)		
UNDP	4,169,460	440,000		
UNICEF	2,905,683	400,000		
UNFPA	2,453,148	184,000		
UN Women	1,800,575	118,000		
<b>TOTAL: 12,470,867</b>			<b>Report Submitted By: The Resident Coordinator's Office in Sierra Leone</b>	

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 1 The total estimated budget is 12,470,867 USD, of which 11,328,867 USD is a contribution from the European Union and 1,142,000 USD contribution from the UN. This budget includes programme costs and indirect support costs and excludes the Administrative Direct Costs of the MPTFO.

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# Acronyms

CAHLS	Child adolescent health and life skills
CARL	Centre for Accountability and Rule of Law
CBOs	Community based organizations
CLC	Community Learning Centres
CSNRS	Civil Society National Reference Group
CSOs	Civil society organizations
DDCCs	District Development Coordination Committees
DHMT	District Health Management Teams
ESP	Essential Services Package
EU	European Union
EVAWG	Ending violence against women and girls
FAH	Forum Against Harmful Practices
FGM	Female genital mutilation
FSU	The Family Support Unit
GBV	Gender-based violence
GBVIMS+	Gender-Based Violence Information Management System Plus
GEWE	Gender equality and women's empowerment
GPE	Global Partnership for Education
GPECM	Global Programme to End Child Marriage
IMS	Information Management System
LNOB	Leave No One Behind
MBSSE	Ministry of Basic and Senior Secondary Education
MDAs	Ministries, Departments, and Agencies
MoGCA	Ministry of Gender and Children's Affairs
MoH	Ministry of Health
MoJ	Ministry of Justice
MoPED	Ministry of Planning and Economic Development
MSW	Ministry of Social Welfare
MPTFO	Multi-Partner Trust Fund Office
NCPD	National Commission for Persons Living with Disabilities
NSC	National Steering Committee
NSRTP	National Secretariat for the Reduction of Teenage Pregnancy
ORG	Outcome Results Group
OSC	One-Stop Center

PMER	Participatory monitoring, evaluation and reporting
PCT	Programme Coordination Team
RCO	Resident Coordinators Office
RR	Regular resources
RUNO	Recipient UN Organization
SBC	Social behaviour change
SGBV	Sexual and gender-based violence
SI	Spotlight Initiative
SOPs	Standard Operating Procedures
TC	Technical Committee
TSC	Teaching Service Commission
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women.
VAWG	Violence against women and girls

# Executive Summary

Sierra Leone has achieved transformative milestones in the fight against Violence Against Women and Girls (VAWG) and Harmful Practices (HP), underpinned by a robust new legislative framework including the Prohibition of Child Marriage Act (2024), the Sexual Offences (Amendment) Act (2019), and the Gender Equality and Women Empowerment (GEWE) Act. Under the Spotlight Initiative, efforts are ongoing to digitize response and prevention services through data-driven case management via the Gender Based Violence Information Management System (GBVIMS+). However, a critical gap remains between policy and practice; despite intensified local campaigns and regional scrutiny regarding FGM, harmful practices and gender-based violence remain deeply entrenched within rural and marginalized communities. The Spotlight Programme seeks to continue advocating strongly for the government and partners to prioritize transitioning from these systemic legislative gains to consistent, community-level enforcement and the sustainable funding of survivor-centered services.

During the reporting period the programme did not face major humanitarian, climate, or macro-economic shocks. However, a rapidly expanding online environment—characterized by unregulated influencers, cyber-harassment and reputational attacks—has increased technology-facilitated gender-based violence (GBV). Legislative developments have sent mixed signals. The October 2025 Child Rights Act strengthens child protection, education and health access and improves reporting through Family Support Units. At the same time, Parliament’s removal of an explicit FGM ban, together with online promotion of the practice, has increased risks in pro-FGM districts and prompted civil society calls for amendment; the programme is supporting the Ministry of Gender and Children’s Affairs to develop a national FGM strategy. Finally, the government’s review of the Sexual Offences Act and consideration of domestic-violence law reform create opportunities for stronger legal protections, although sustained advocacy and community-level social norms work will be essential to achieve meaningful change.

The Spotlight Initiative 2.0 programme in Sierra Leone adopts a whole-of-government and whole-of-society approach to prevent and respond to violence against women and girls and advance gender equality and women’s empowerment (GEWE), implemented in close partnership with the Government of Sierra Leone and with the European Union. The Programme was officially launched in Freetown on 8 July 2025, with high-level participation from government, United Nations, and EU representatives, and is being implemented by four recipient UN organizations—UNFPA, UNICEF, UNDP, and UN Women—working in close coordination with national and local actors.

The Programme’s accountability framework positions the UN Resident Coordinator as overall lead for the strategic coordination, design, set-up and reporting of the Spotlight Initiative, in line with the United Nations Sustainable Development and Cooperation Framework and as co-chair of the National Steering Committee. Since the inception of the project, the RC has engaged on high-level engagements with government, donors, civil society and other partners, and supported with final decisions for the overall accountability and delivery of the Programme’s strategic results.

Strategic partnerships span key government ministries—including the Ministry of Gender and Children’s Affairs, Ministry of Social Welfare, Ministry of Basic and Senior Secondary Education, Ministry of Health, Ministry of Justice, and the Ministry of Planning and Economic Development— alongside civil society organizations, development partners, the Global Partnership for Education, the Korean National Police Academy, the Global Programme to Accelerate Action to End Child Marriage, and traditional and faith leaders. At the core of the programme’s model is the central role of civil society organizations (CSOs), including Rainbo Initiative, which leads grassroots movement-building, community engagement, and collective action to challenge harmful social norms and advance GEWE. These partnerships bring together complementary technical expertise, delivery platforms, and community networks to strengthen prevention, protection, and response systems, while ensuring that implementation upholds the Spotlight Initiative principle of Leave No One Behind.

During the first months of programme implementation, the Spotlight Initiative 2.0 Programme in Sierra Leone focused on establishing the core governance, coordination, and operational foundations necessary to advance programme implementation. Key governance bodies, including Programme Coordination Team (PCT), Technical Committee, and Outcome Results Groups (ORGs) are fully operational, while the National Steering Committee and Civil Society National

Reference Group will be finalized by the end of Q1 2026. The PCT is hosted by UNDP and anchored in the Resident Coordinator's Office (RCO), leveraging UN common services and cost-sharing arrangements to operationalize the Delivering as One approach, with strategic oversight provided through the Resident Coordinator. The programme strengthened inter-agency coordination through the PCT, Technical Committee, and four ORGs, and initiated formal engagement with District Development Coordination Committees to align district-level planning and ensure regular feedback from local authorities and stakeholders.

Foundational achievements during 2025 position the programme for scale-up. In coordination with the Ministry of Gender and Children's Affairs and the Ministry of Planning and Economic Development, particularly its Directorate of Rural Development, the programme identified nine chiefdoms across Falaba, Moyamba, and Kailahun districts as priority implementation areas. Selection was based on a co-created weighted matrix that considered GBV prevalence, access to services, vulnerable groups, security conditions, legal and policy context, coordination capacity, and prevailing social norms, and included scoring by district-level stakeholders. Following the selection of the chiefdoms, baseline assessments and community mapping were conducted in nine chiefdoms to better understand local dynamics, service availability, and priority needs. The programme subsequently selected and onboarded eight national civil society implementing partners to support implementation of activities across the nine programme chiefdoms.

Additional achievements in 2025 strengthened community engagement, service delivery systems, and data for evidence-based programming. At the community level, the programme supported the establishment of two district advocacy platforms with 12-month action roadmaps and the creation of a Peer Champion Network of 30 adolescent advocates, strengthening youth engagement and grassroots advocacy to challenge harmful social norms. Survivor-led Positive Deviance dialogues were also conducted, creating safe spaces for community reflection and promoting locally driven solutions to prevent violence against women and girls. Community legal awareness activities reached approximately 900 stakeholders, including traditional leaders and community members, and resulted in public commitments from chiefs and elders to strengthen protection and prevention efforts.

grassroots advocacy to challenge harmful social norms. Survivor-led Positive Deviance dialogues were also conducted, creating safe spaces for community reflection and promoting locally driven solutions to prevent violence against women and girls. Community legal awareness activities reached approximately 900 stakeholders, including traditional leaders and community members, and resulted in public commitments from chiefs and elders to strengthen protection and prevention efforts.

At the service delivery level, Standard Operating Procedures (SOPs) for One-Stop Centres were revised to strengthen coordinated survivor support, while paralegal services helped reinforce referral pathways and strengthened collaboration with Family Support Units (FSUs), contributing to increased survivor referrals to available services. To enhance frontline response capacity, the program produced 14 motorbikes for FSUs, improving mobility and service outreach in remote areas.

The programme also strengthened prevention and life-skills education through the delivery of Child and Adolescent Health and Life Skills training to 240 teachers and 10 master trainers, reaching approximately 25,000 learners in Falaba district. In parallel, efforts to strengthen data and information systems advanced with the expansion of the Gender-Based Violence Information Management System Plus (GBVIMS+) from four to fifteen districts, with 99 users trained and all the 9 national facilitators certified. Preparations to align GBVIMS+ with the 2026 Population and Housing Census present an important opportunity to generate the most comprehensive national profile of GBV to date, improving evidence-based targeting, advocacy, and resource mobilization.

Implementation remains on track. Though progress in 2025 was slower than initially anticipated. Key constraints include uneven district-level institutional capacity, shortages of qualified frontline personnel (including female facilitators, logistical barriers in remote districts, limited monitoring and evaluation (M&E) and knowledge management capacity among implementing partners and deeply entrenched social norms that hinder formal VAWG reporting and uptake of legal remedies.

In response, the programme adopted a phased and adaptive implementation approach. This included reinforcing leadership and coordination of the Resident Coordinator's Office and PCT; accelerating training and technical assistance in M&E and GBVIMS+; adapting delivery methods through simplified materials, storytelling approaches, and master trainers; procuring transport for FSUs; and intensifying community dialogue through survivor-led

engagement approaches; prioritizing civil society implementing partners onboarding and inception assessments (Mapping and assessment of OSCs & safe spaces; assessment of barriers to access GBV services for marginalized groups to inform promising practices; analysis on social exclusion in justice and GBV services leading to tailored recommendations for inclusive outreach; infrastructure and staff training and Studies to identify Gaps and; needs and best practices for GBV services). Streamlined follow-up and hands-on technical support also helped reduce contracting and operational bottlenecks.

Sustainability efforts focus on institutionalization, capacity development and knowledge transfer, and strengthened local ownership. One-Stop Centre SOPs and training manuals have been integrated into relevant ministries and training institutions, while GBVIMS+ is being migrated to government data centers with national facilitators trained to manage the system. Community platforms have been supported to strengthen financial resilience through bookkeeping training and revolving-fund mechanisms. Durable assets and local management committees have been transferred to communities, and cost-sharing arrangements with government partners are being explored to shift recurring costs onto national budgets.

Priority actions for 2026 include; finalization of governance structures ( NSC and the CSNRG); integrating Positive Deviance evidence into the programme; scaling frontline capacity for social workers, FSU staff, paralegals and teachers; completing GBVIMS+/e-Referral Pathway interoperability and conducting hotline system reviews; validating OSC SOPs and national training curriculums, strengthening M&E and knowledge management capacities of district data systems; expanding safe-spaces and mapping of CSOs; advancing legislative reviews and ending violence against women and girls; engaging DDCCs to align district planning; and mobilizing additional resources to promote the programme scale-up ability.

With governance structures established, civil society implementing partners onboard, partnerships with community and women's organizations established and foundational systems in place, the programme is well positioned to accelerate implementation and deliver measurable impact in 2026 and beyond. Continued emphasis on coordinated inter-agency action, evidence-driven programming, multisector partnerships and strong community ownership will be essential to reduce violence against women and girls across Sierra Leone





# Contextual Shifts and Implementation Status

## Contextual Shifts

During this reporting period, the programme did not face any major humanitarian, climate-related or macroeconomic shocks that directly impeded delivery or produced broad observable shifts in public attitudes or levels of violence against women and girls. Implementation was affected primarily by institutional and operational constraints rather than by acute external crises. However, the rapid expansion of social media and technology-facilitated GBV—including an unregulated surge in online influencers (“vloggers”), cyber harassment and reputational attacks targeting women and girls—has emerged as a growing risk, increasing exposure to online abuse and complicating prevention and protection efforts. GBV service providers and Family Support Units are reporting rising incidents of online harassment, doxxing, and reputational attacks linked to broader GBV cases. Programme monitoring indicates a growing incidence of tech-enabled harms among adolescent girls—particularly social-media harassment and non-consensual image sharing. Multiple community reports describe online campaigns promoting FGM in pro-FGM districts, including circulated videos and posts that coordinate celebratory messaging.

There have been cases where survivors or activists were doxed and subjected to coordinated online attacks, undermining reporting and protection. Young women and girls have also received threats, and extortion attempts after images or private messages were shared without consent. However, limited digital-forensics capacity and inconsistent data collection mean national prevalence estimates for TFGBV remain fragmented; several agencies are calling for standardized reporting and dedicated research.

Legislative and policy developments created both opportunities and challenges during the reporting period. The Child Rights Act, signed in October 2025, strengthens child protection by

defining a child as a person under the age of 18, reinforcing the prohibition of child marriage, guaranteeing access to free basic education primary healthcare, and strengthening penalties and reporting mechanisms through Family Support Units. These provisions are likely to improve prevention, reporting, and access to protective services in Sierra Leone. However, the Parliament of Sierra Leone removed an explicit ban on FGM from the Act. This omission, together with the online promotion of FGM as a cultural practice, has increased resistance to anti-FGM messaging and heightened risk in districts such as Falaba where pro-FGM social norms remain deeply entrenched. In response, civil society organizations and community leaders have called for repeal or amendment of the Act to explicitly criminalize FGM. The programme supports the Ministry of Gender and Children’s Affairs in the development of a national strategy on FGM, which represents an important step toward strengthening policy coherence and coordinated action. These developments signal incremental policy progress, while underscoring the need for sustained advocacy, social norms of change, and community engagement alongside legal reform.

Another important policy development during this reporting period was the Government’s initiation of a review of the Sexual Offences Act 2012 (amended 2019) and consideration to reform the domestic violence law. These processes signal potential legal progress toward strengthening protections for women and girls; however, sustained advocacy, community-level engagement and social norms work will be necessary to sustain momentum and support the completion and implementation of these reforms.

Additional contextual factors affecting VAWG trends and programme implementation include the ongoing constitutional review debates, particularly provisions perceived as

discriminatory toward women (section 27, subsections 4d and 4e); and the emerging adolescent drug-abuse and mental-health challenge linked to synthetic substances such as “Kush” , elevating protection risks for young people and may exacerbate vulnerabilities related to violence, exploitation, and social exclusion. In response, the programme has strengthened the focus on prevention of substance abuse and psychosocial well-being through the life skills component of the Child and Adolescent Health and Life Skills (CAHLS) programme.

## Implementation status

In alignment with the Spotlight Initiative model that prioritizes meaningful engagement with civil society, the programme prioritized the careful onboarding of CSO partners and the completion of contextual and inception assessments before scaling up implementation activities. As a result, activities led by RUNOs were sequenced to follow these foundational steps, ensuring that programme interventions are informed by local realities and implemented through strong community partnerships. CSO partners have now been successfully onboarded, and most inception and contextual assessments have been completed, providing critical insights to tailor interventions to district- and community-specific dynamics and needs.

With core coordination structures established, CSO partners onboarded, and joint planning advanced, the programme is well positioned to regain implementation momentum during the next reporting period. Priority actions will focus on strengthening, partner engagement and monitoring, intensifying social norms change and advocacy efforts—including policy advocacy for the explicit criminalization of FGMs—and further integration of gender-responsive prevention and protection measures addressing online GBV and adolescent drug-related vulnerabilities.

**240** teachers  
trained (80 schools)

**72,000** learners  
reached with  
CAHLS



# Programme Governance & Coordination

## Overview

The Spotlight Initiative 2.0 Programme in Sierra Leone is governed by an interconnected set of governance and coordination structures that bring together the Resident Coordinator, Resident Coordinator's Office, UN agencies, government at national and district levels, civil society and the European Union Delegation. These structures ensure national ownership, strategic alignment with government priorities, evidence-informed decision-making, accountability, and coordinated delivery with a focus on leaving no one behind (LNOB), adopting the "whole of society" and "whole of government" approach and implementing the UN Reform principles.

## National Steering Committee

The National Steering Committee (NSC) is being established; its Terms of Reference are complete, and the inaugural meeting is scheduled for Q1 2026. The NSC will serve as the highest national governance body for the programme, providing strategic direction, oversight, and advice on programme-level decisions—including those affecting budgets and funding.

Membership will include two co-chairs (the UN Resident Coordinator and the government Chief minister), the Minister of Gender and Children's Affairs, heads of RUNO agencies, ambassador-level representation from the EU Delegation, and members of the Civil Society National Reference Group (self-nominated, with at least 20% CSO representation). The first meeting will formally endorse the NSC Terms of Reference, present the baseline study and the 2025 preliminary report, and consider endorsement of the 2026 annual work plan.

# Civil Society National Reference Group

As part of the key governance structure of the Spotlight Initiative program in Sierra Leone, the Civil Society National Reference Group (CSNRG) is in progress to be established as an institutional mechanism to harness civil society expertise and strengthen accountability to women's movement building. The CSNRG will play a crucial role in ensuring that the program reflects the needs and voices of those most affected by VAWG and harmful practices.

Although the finalization of the CSNRG's establishment is ongoing, all due processes have been followed. This includes issuing an expression of interest, advertising calls for applications, and reviewing 16 submissions received. The evaluation process is currently underway, ensuring transparency and inclusivity in the selection of members. The CSNRG is expected to meet in the first quarter of 2026. A workshop will also be organized in the first quarter of 2026 through which the CSNRG will discuss its terms of reference, priorities, and work plan for 2026.

Once fully operational, the CSNRG will serve as a trusted advisory body, amplifying civil society perspectives, fostering inclusive partnerships, and reinforcing accountability mechanisms. Its role will be central in advancing community-driven strategies and ensuring that the Spotlight Initiative delivers sustainable and transformative results for women and girls across Sierra Leone.

# Program Coordination Team

Fully established during this reporting period, the PCT is comprised of the Spotlight Programme Coordinator, Knowledge Management, Monitoring, Reporting and Evaluation Specialist, Advocacy & CSO Analyst, Administration and Finance Officer hosted in the RCO and supported by the four RUNOs. The PCT oversees the day-to-day programme management, including leading the design and update of joint

programme workplans, supporting the programme implementing (for example, by designing of gender- and disability-inclusive behaviour change communication strategies and survivor-centred service models), supporting the programme's governance structures, conducting stakeholder mapping, liaising with the Spotlight Initiative Fund Secretariat, and consolidating programme narrative reports. The PCT serves as the programme's operational hub, maintaining technical coherence, promoting accelerated programme delivery, and ensuring strategic decisions, guided by the RC and NSC, translating into coordinated actions. Furthermore, PCT convenes partners, aligns UN and government inputs, tracks milestones, and channels technical requests/recommendations to the NSC and supports stakeholder engagement. Anchored in the RCO, the PCT operationalizes the UN "Delivering as One" approach, strengthening inter-agency coordination, enabling joint planning and implementation across UN entities, and improving the efficiency and coherence of financial and technical support provided to government and grassroots partners who also represent marginalized groups.

## Technical Committee

The technical committee (TC) was also established during this reporting period and is composed of technical-level representatives of the PCT, RUNOs, civil society implementing partners, Rainbo Initiative, and the European Union (EU). The TC is co-chaired by the Spotlight Programme Coordinator and the Chief Director of MoGCA. The TC provides technical guidance to programme implementation across all outcomes and promotes alignment with national policy processes. It also reviews situational analyses to ensure programme interventions remain responsive to evolving contextual dynamics, updates the programme risk matrix to support proactive risk management and mitigation, assesses potential areas of duplication across partners, and flags emerging issues for escalation to the National Steering Committee. Through this mechanism, the TC fosters shared technical ownership among UN entities, government institutions and civil society partners, promotes evidence-based adaptation, identifies implementation gaps and supports timely and informed decision-making by NSC. The TC meets quarterly, with the inaugural meeting held in the last quarter of 2025.





# Outcome Results Groups

Four Outcome Results Groups (ORGs) were established during this reporting period with each group conducting its inaugural meetings in the last quarter of 2025. The ORGs provide outcome-specific technical coordination, promote integrated approaches and coherence amongst all partners and monitor progress. Each ORG meets quarterly.



## Technical groups under each ORG.

Each technical group is comprised of up to 10 members per group, chaired by the lead UN agency with key implementing partners and at least one other UN agency. Membership criteria emphasize technical expertise and active implementation in Spotlight districts. The technical group meet at least twice per quarter and on ad hoc basis to manage day-to-day implementation, monitor outputs, provide technical inputs to ORGs, and solve operational issues. The technical groups are tasked to provide rapid technical problem-solving, ensure fidelity to standards, and feed implementation lessons into outcome and technical governance. Through these technical groups, the programme operationalizes subsidiarity by empowering district-level actors and CSOs to reach underserved communities.

In summary, these governance structures formalized spaces that bring government, UN, donors and diverse CSOs into joint planning, enabling complementarities and resource leveraging. The structures are RCO-anchored, government co-led where appropriate, and CSO-integrated—promoting whole-of-UN delivery, national ownership, and targeted reach to marginalized populations. With the layered governance (PCT → Technical Committee → ORGs → Technical Groups), the structure creates clear reporting lines, risk management, and evidence-based review cycles. Through the regular meetings, consolidated workplans, and shared technical inputs reduce duplication, accelerate adaptations, and enable collective prioritization.

In addition to the Programme Coordination Team, Technical Committee and Outcome Results Groups, programme governance is reinforced by complementary structures that provide strategic oversight, high-level accountability, and formalized civil-society engagement. These bodies bridge operational delivery and policy decision-making, ensure alignment with national priorities, mobilize political and financial support, and guarantee that community and marginalized voices inform programme direction. The primary complementary mechanisms are the National Steering Committee (NSC) and the Civil Society National Reference Group (CSNRG).

## Inter-agency coordination, technical committees and other mechanisms

### Technical Coordination Structures

The programme has initiated engagement with the MoPED—specifically the Directorate of Rural Development, which oversees district governance and the District Development Coordination Committees (DDCCs) in the three Spotlight Initiative target districts (Moyamba, Kailahun and Falaba). The DCCs meet once a month in each district and are chaired by the district councils with support from the National DDCC Secretariat under MoPED. They connect local councils with central government planning. DDCCs facilitate regular meetings for stakeholders, including NGOs, civil society, and government agencies, to report progress, share data, and resolve implementation challenges. In consultation with MOPED at the national level, the programme has initiated plans to establish formal links with the DDCCs through which regular updates on the status of Spotlight programme will be presented to solicit feedback and incorporate district-level inputs into programme implementation strategies.

### The Programme's Participation in National Coordination Mechanisms

The Spotlight Initiative 2.0 Programme in Sierra Leone actively participates in national coordination mechanisms that bring together government institutions, development partners, civil society, and UN entities to strengthen collective action to end VAWG. The Committees, especially, the National Committee on Gender Based Violence. Through these platforms, the programme contributes technical expertise, promotes alignment of partner interventions, and supports evidence-based policy dialogue aimed at strengthening national prevention and response systems. To institutionalize systems and processes across multiple coordination platforms, the National Committee on Gender-Based Violence serves as a central mechanism that convenes Civil Society Organizations, UN Agencies, and the coordinating Ministry. This platform enables stakeholders to systematically identify gaps in prevention and response to Sexual and

Gender-Based Violence. Complementing this, the GBV Task Force Committee provides a strategic forum where Development Partners and Ministers engage in structured dialogue to align priorities, strengthen institutional frameworks, and explore opportunities for sector-wide improvement

The Programme continues to actively engage with the Gender Donor Development Partners Group, which serves as a key platform for coordination among donors and development partners supporting gender equality and GBV prevention and response in Sierra Leone. Through this platform, which meets quarterly, all programme RUNOs contribute to joint analysis, coordination of efforts, share programme lessons, and promote alignment between Spotlight-supported interventions and broader GBV response.

In addition, the Programme participates in the national GBV Task Force, led by the Government's Gender Advisor and the Chief Minister, which serves as a high-level coordination body addressing policy and operational gaps in the national GBV response. Through this forum, the programme contributes technical inputs to discussions on strengthening national GBV prevention and response systems and supports dialogue on priority actions to address emerging challenges. It is currently spearheading a Male Engagement Campaign designed as a catalytic approach to transform social norms and behaviors that perpetuate violence. Recognizing that several coordination platforms had overlapping functions and targeted similar stakeholders, the project, working in partnership with the Ministry of Gender and Children's Affairs, facilitated a stakeholder engagement to map the existing platforms. This exercise helped identify areas of duplication and led to consensus on the strategic focus and distinct roles of each platform.

During the reporting period, the programme facilitated engagement with Development Partners, NGOs, CSOs, District Coordination Platforms, Ministries, Departments, and Agencies to examine overlapping functions within the GBV coordination mechanisms. These included the Community of Practice for GBV, the Gender Donor Development Partners Group, the Irish GBV Coordination Platform, the GBV Task Force Committee under the Office of the Vice President, the School-Related Gender-Based Violence Committee led by the Ministry of Basic

and Senior Secondary Education, and the National Committee on Gender-Based Violence, which serves as the central body. Through this process, stakeholders worked to strengthen the governance architecture of the National Committee on Gender-Based Violence and enhance overall coordination, thereby ensuring the effective functionality of NaC-GBV.

## Use of UN Reform inter-agency tools

The programme uses UN Reform inter-agency tools to increase efficiency and strengthen joint delivery. In this reporting period, the RUNOs conducted a joint field mission during the selection of chiefdoms. This joint mission ensured optimization of resources and efforts among the RUNOs and the UNRCO. These arrangements operationalize the Delivering as One approach by reducing overheads, pooling administrative capacity, enabling faster coordination across agencies, and concentrating managerial accountability at the RCO for coherent programme direction.



GBVIMS+  
scaled from

**4-15**

districts.



# Programme Partnership

Four Outcome Results Groups (ORGs) were established during this reporting period with each group conducting its inaugural meetings in the last quarter of 2025. The ORGs provide outcome-specific technical coordination, promote integrated approaches and coherence amongst all partners and monitor progress. Each ORG meets quarterly.

## National Government

The Spotlight Initiative engages national, district and local government institutions to ensure policy leadership, coordination, and sustainability. The program is led by the Ministry of Gender and Children's Affairs. This ensures that the spotlight program is embedded in national policy, ensuring government legitimacy and alignment with national frameworks, and strengthening women's rights movements and CSO capacity. This partnership will be sustained by anchoring the programme in ministry frameworks to secure policy uptake and budgetary pathways.

The program has established partnerships with the Ministry of Social Welfare, Gender and Children's Affairs (MSW/MoGCa) is aimed at scaling parenting programmes, strengthening social protection and community-level prevention and response, and institutionalizing parenting as foundational training for frontline workers particularly under outcome B and C. This partnership is meant to advance outcomes on violence prevention, adolescent protection, and inclusion (particularly girls, children with disabilities, and other marginalized groups). The use of the MSW workforce avoids parallel structures, builds capacity, and embeds interventions into national policy and district supervision systems – enabling longer-term handover when funds are released.

The program is partnering with the Ministry of Basic and Senior Secondary Education (MBSSE) & Teaching Service Commission (TSC) on the Roll out Life Skills curriculum, integration of school-based prevention of SRGBV, and the training /deployment teachers to deliver gender-transformative education and life-skills under outcome C. This partnership supports scale-up through existing education systems and contributes to sustainability via curriculum integration and promotes sustainability by embedding Life Skills in national curricula and teacher professional development supports

continuity beyond project funding.

Key challenges anticipated through partnership with the government include delays in public fund disbursement and limited staffing and coordination across decentralized education structures and limited teacher capacity. These challenges will be mitigated through phased capacity-strengthening, simplified tools for frontline workers, strengthening district oversight, joint planning, district coaching, and alignment with national teacher management processes and advocacy for timely budget release.

**Ministry of Gender and Children's Affairs (MoGCA):** The ministry is the lead ministry and primary government partner. It provides policy leadership on gender equality and child protection, coordinates GBV prevention and response, and leads the national rollout of GBVIMS+. MoGCA also leads policy review and the formulation of GBV-related laws in Sierra Leone.

**Ministry of Basic and Senior Secondary Education (MBSSE) and Teaching Service Commission (TSC):** The ministry provides sector leadership for education components, including oversight of the Life Skills curriculum rollout. TSC anchors implementation within the teaching workforce through teacher training, deployment, and maintenance of professional standards.

**Ministry of Social Welfare (MSW):** The Ministry is the operational partner for strengthening the national child protection system, with a focus on rolling out the parenting training programme. The programme and MSW jointly adapt training materials, provide supportive supervision, and strengthen delivery systems. MSW's network of social workers serves as master trainers and facilitators for programme rollout.

Ministry of Health (MoH): The Ministry collaborates with the programme to standardize clinical management of sexual assault and to institutionalize gender-responsive budgeting within health sector planning.

Ministry of Justice: The Ministry leads GBV prosecution, strengthening case-filing systems, and improving witness protection frameworks and practices for survivors.

Ministry of Planning and Economic Development (MOPED) Directorate of Rural Development: The Directorate provides oversight of district governance through the District Development Coordination Committees (DDCCs) in Moyamba, Kailahun and Falaba. Spotlight seeks formal engagement with DDCCs through regular consultations and briefings to inform implementation, gather feedback, and align programme design and strategies with district priorities.

This high level of government engagement demonstrates national commitment, supports future resource mobilization, and anchors the programme within national systems to enhance institutional sustainability.

secured partnership with the Voice of Women (women living with HIV). This partnership ensures disability- and HIV-inclusive programming, amplifies marginalized voices, and strengthen rights-based advocacy contributing to Outcome D results. This partnership will be sustained through legal mandates and grassroots' legitimacy to help institutionalize inclusive approaches. The programme will also strengthen engagement with local governance structures and traditional authorities in Falaba, Moyamba, and Kailahun to drive grassroots cultural and social norms change

## Civil Society and Women's Rights Movements

Civil society organizations are central partners in the implementation of the Spotlight Initiative 2.0 Programme in Sierra Leone, contributing to enhancing community reach, technical expertise, contextual knowledge, advocacy capacity essential for advancing efforts to end VAWG and promote gender equality. Through these partnerships, the Programme supports community-level social norms of change, expands access to services and justice for survivors, and strengthens local ownership and accountability in efforts to end VAWG. Civil society organizations are therefore a core pillar of the Initiative's implementation model, enabling the programme to reach marginalized and hard-to-reach populations while delivering culturally responsive interventions. The programme focused on national NGOs which were strategically selected based on their expertise, knowledge and previous work experience within the local community with plans underway to expand the partnership to local grassroots organizations in the coming year. Thus, during this reporting period, the programme has



The Programme has provided financial and technical support to the following CSOs;

- 1. The Centre for Accountability and Rule of Law (CARL)**, a national NGO, with over a decade of experience in addressing systemic and structural barriers limiting women's access to justice. This partnership enabled the expansion of legal aid services and strengthened community awareness of gender equality legislation across nine communities in the programme's target districts. Unique for this NGO, during this reporting period, the Programme supported this engagement through UN regular resource contribution (UN agency funds contribution to the Spotlight Programme) enabling the organization to provide legal support services while also strengthening community knowledge of gender-related legal frameworks and referral pathways.
- 2. Restless Development**, a national NGO led the establishment and strengthening of two new CLCs in Falaba District and rolled out CAHLS community engagement. The NGO works in partnership with the Ministry of Basic and Senior Secondary Education and community stakeholders to contribute to the prevention efforts.
- 3. SEND Sierra Leone**, a national NGO, established and strengthened four new CLCs in Moyamba and Kailahun Districts. The CLCs will serve as entry point for provision of response services for GBV survivors, including those that experience harmful practices.
- 4. FINE Sierra Leone**, a national NGO, implemented male engagement activities.
- 5. Happy Kids and Adolescent**, a national NGO, worked with advocacy groups to build agency among out of schoolgirls and women through targeted advocacy initiatives. As part of the prevention efforts, the NGO has established 2 advocacy groups led by women to amplify issues around GBV and promote women's agency. Through these partnerships, the programme seeks to strengthen the role of civil society actors in prevention, response, and advocacy efforts addressing violence against women and girls, while also fostering collaboration between civil society, community leaders, and government institutions.

Anticipated challenges with the CSO partnership include resource constraints beyond the Spotlight target locations as they may seek to expand their geographical footprint, coordination complexity amongst different stakeholders, and capacity gaps in specific sectors such as justice service delivery. These risks are being mitigated through consortium governance arrangements, targeted capacity-building initiatives for civil society partners, and strengthened coordination with relevant government institutions. Additional measures include capacity-building support for justice sector actors, partnerships with law schools to strengthen legal aid capacity, and monitoring of police practices to support accountability and survivor-centred responses.

## Other partners

The programme has established a strong partnership and coordination framework with Rainbo Initiative. Rainbo Initiative participates actively in all four Outcome Results Groups and serves on the programme's technical committee, ensuring consistent technical input and operational alignment. To deepen this collaboration, the programme has mapped complementary programmatic strengths across the four outcomes and identified priority joint activities that will maximize impact and streamline service delivery. These priority areas include:

- Model adaptation: align and adapt service models between One-Stop Centres (OSC) and Rainbo centres for seamless client pathways.
- Joint curriculum development: co-design training packages (e.g., male engagement, CAHLS) to standardize quality and messaging.
- Integrated service delivery: strengthen referral pathways (e.g., from mobile clinics to OSC/Rainbo centres) to ensure continuity of care.
- Coordinated governance: support Rainbo-led district steering committees to improve local coordination and accountability.
- Joint capacity strengthening: deliver combined training for police, paralegals, judiciary, and prosecutors to enhance survivor-centered response.

- Shared SBCC: develop unified social and behavior change communication materials and messaging for consistent public outreach.
- Collaborative advocacy and research: conduct joint campaigns, assessments, position papers, and advocacy initiatives to influence policy and scale best practices.

These joint efforts will promote program coherence, reduce duplication, and improve outcomes for survivors through more accessible, coordinated, and high-quality services.

The programme has also established partnership with the Korean National Police Academy. This partnership is meant to strengthen monitoring and evidence on technology-facilitated GBV (tech-GBV) through an E-Monitoring platform and engagement of CSOs; feed evidence into national policy fora (National Committee on GBV; National Cybersecurity Coordinating Centre). The partnership supports capacity building within police and policy actors and underpins resource mobilization by producing policy-relevant evidence under outcome A. This partnership will be sustained through Institutionalizing e-monitoring systems and police-led capacity building strengthens systems for ongoing tech-GBV response. Key anticipated challenges include new technical domain, data protection and interagency coordination which will be addressed by joint protocols, data privacy safeguards, and multi-stakeholder validations.

The programme has established partnership with Global Programme to End Child Marriage (GPECM). This partnership seeks to provide technical foundations (parenting programmes, community dialogues), shared learning and complementary financing targeted at high-prevalence districts contributing to outcome B. Specifically, this long-standing collaboration will further shape the Spotlight program redesign and operational approaches.

The programme has also secured partnership with the Forum Against Harmful Practices (FAHP), Council of Paramount Chiefs, and the Inter-Religious Council. This partnership aims to mobilize traditional and faith leaders, embed GBV prevention into customary practice, and drive community-level norms change. This partnership will be sustained through leveraging cultural legitimacy for sustained community engagement and normative shifts.



14

motorbikes provided to the Police Family Support Unit for remote GBV case follow-up.



11

new organizations onboarded on GBVIMS+

I dropped out of  
School because of  
early marriage; my  
dreams vanished

SAN Kainadaga

# Cross-Cutting Results: Results Across Outcome Areas

The programme strengthened national standards for GBV survivor services by developing and revising Standard Operating Procedures (SOPs) for One-Stop Centres (OSCs) in collaboration with the Ministry of Gender and Children's Affairs. Updated to align with the Sexual Offences Amendment Act (2019) and the National Referral Protocol (2022), the SOPs establish a unified national framework to ensure OSCs deliver coordinated, accessible and survivor centered care. The review, which engaged 22 key stakeholders including FSU officers, nurses and midwives, standardized minimum service quality, streamlined referral pathways across health, police, legal and social welfare sectors, and introduced monitoring and quality assurance mechanisms. As a result, OSCs now provide integrated services that both improve individual outcomes for survivors and generate higher quality, interoperable data through GBVIMS—harmonizing VAWG and harmful practices incident reporting to better inform response, prevention and advocacy.

These improvements illustrate cross-cutting synergies strengthen service delivery (Outcome C) produces robust, harmonized data that directly informs evidence-based policy reforms and institutional strengthening (Outcome A); coordinated capacity-building and SOP rollout expands access to survivor services and operationalizes “leave no one behind” principles (Outcome C); and empowerment of grassroots civil society organizations (Outcome D) strengthens advocacy readiness, drives shifts in social norms (Outcome B), and amplifies civil society influence on justice and policy gaps. The programme’s coordination framework creates the platform for continuous learning, behavior change communication, and multi-stakeholder adaptation—yielding systemic, sustainable impact beyond any single pillar.



## Participatory Monitoring, Evaluation and Reporting (P-MER)

The program did not engage in a PMER process during this reporting period. This will however be prioritized in the next reporting period.



UNFPA in Sierra Leone/Geor

# Capturing Change at Outcome Level





# Capturing Change at Outcome Level

During this reporting period, the program implemented various activities across the four outcome areas. RUNOs selected 8 national CSOs to lead community-level implementation across nine chiefdoms in the three target districts.

# Outcome A:

## Laws, Policies, institutions and Data



The programme supported the review of the Matrimonial Clause act, Cap 102 (1960) which is now on the consultation stage. Through this support, the Law Reform Commission conducted a nationwide research and consultative process that reached 752 people across Sierra Leone's Northern, Western, Southern and Eastern regions, and supported technical working group sessions to review and amend provisions that discriminate women and violated their rights to access property within marriage. The review of the Matrimonial Causes Act aims to strengthen legal protections against economic and psychological violence within marital relationships, and defacto marriages, particularly for women, especially rural areas, in customary marriages, which remain the most common form of marriage in Sierra Leone. The revision strengthens women's rights to access marital property and provides clearer pathways for women seeking to leave abusive relationships, thereby addressing the stringent provisions of the 1961 Act. The review also aims to better

reflect customary marriages and ensure that matrimonial protections apply to both statutory and traditional unions.

Additionally, engagement with paramount chiefs, elders, and other key stakeholders across nine communities enhanced an understanding of the roles of the community leaders and traditional authorities in promoting and defending the rights of women and girls. Through awareness-raising sessions, communities were sensitized on the provisions of the Devolution of Estates Act (2007), the Registration of Customary Marriage Act, the Sexual Offenses Act, and the Customary Land Rights Act. These sessions reached 900 stakeholders, including over 400 women and girls, and fostered dialogue between statutory institutions and traditional authorities. Consequently, several chiefs and elders are publicly committed to upholding women's inheritance rights, helping to bridge the gap between customary practices and statutory law. This outcome reflects not only increased

awareness of women's legal rights but also strengthened coordination between legal institutions, traditional leaders, and communities, contributing community-level enforcement of statutory protections for women and girls. As a result of these awareness raising efforts, one of the participants successfully resisted an illegal eviction by her in-laws and defended her right to inherit her late husband's property in Kayamba Chiefdom, Moyamba District. Her case was successfully mediated, and the resolution encouraged five additional women to step forward and seek justice for their own inheritance disputes.

During the reporting period, targeted investments in government capacity, service delivery systems, and national data architecture contributed to improvements in the accessibility, quality, and sustainability of GBV response services. Collectively, these investments contributed to strengthened government stewardship of GBV and child protection systems, more coordinated service delivery across districts, and improved national readiness to use data for planning, advocacy, and resource mobilisation.

Through the provision of equipment (computers and tablets) and operational input (costs related to M&E), at least twenty staff each from the Ministry of Gender and Children's Affairs and the Ministry of Social Welfare were strengthened to undertake case management and service delivery functions more effectively, supporting the Government of Sierra Leone's leadership in frontline GBV response. These computers and tablets as well as costs related to M&E—delivered ahead of the end-November 2025 timeline—helped reduce operational bottlenecks in data collection and case follow-up, enabling faster referrals, improved documentation, and continuity of care for survivors. In the coming years, the programme seeks to continue enhancing the technical capacities of social workers including those newly recruited through training of Trainers approaches on case management and GBVIMS. This will not only strengthen their case management capacities but also strengthen referrals particularly with the Family support units to enhance survivors access to justice. By anchoring these functions within statutory ministries, the programme has supported sustainable government-led service delivery rather than parallel systems.

Significant progress was also made toward nationwide harmonization of GBV data systems, transitioning from paper-based reporting to the digital GBVIMS+ platform, a cornerstone for evidence-based programme planning and financing. The joint roll-out of GBVIMS+ across all the 16 districts in the country accelerated coordination among service providers and strengthened national ownership of survivor-centered information management systems. The national rollout of GBVIMS+ expanded coverage from 4 to 15 districts and onboarded 11 new organizations; 99 personnel (including 9 national facilitators and 90 district users) were trained. GBVIMS+ now enables standardized incident coding, real time analysis, hotspot identification and improved referral coordination, while protecting survivor confidentiality. While data entry has already commenced in several locations, additional follow-up mentoring and technical support are planned to ensure full utilization across all users. The provision of laptops and tablets has addressed key logistical barriers to uptake, improving the likelihood that digital case management becomes routine practice rather than project dependent.

Furthermore, at the national level, complementary investments (UNICEF internal technical support at CO level and GOSL level) in data interoperability and analytics laid out the groundwork for more strategic decision-making across sectors. Capacity-strengthening initiatives focused on both technical integration and the analytical use of dashboards, which are expected to shift the system from basic reporting toward real-time performance monitoring, budgeting analysis, and accountability for results, while ensuring that data protection and survivor-centered principles remain central. To achieve this, a six-month technical consultancy supported government counterparts and partners to operationalize a Power BI dashboard and advance interoperability between GBVIMS+ and the electronic referral pathway workflow (eRPW). This included coordination with system developers for data mapping, configuration, testing, and quality assurance; the documentation and resolution of implementation challenges; and the customization of dashboards to meet government reporting needs.

The dashboard is hosted by the Ministry of Gender and Children's Affairs. With the development of this dashboard, MoGCA and MSW now have improved capacity for monitoring GBV service provision. Both ministries can see the responsiveness of the referral systems and the quality of the case management process. The evidence from the GBVIMS+ and CPIMS+ dashboard will guide monitoring decisions at the national and sub national levels. With the use of the GBVIMS+ and CPIMS+ dashboard, government is now able to see GBV incident data, who are mostly affected, where it takes place us, the availability of services, and the responsiveness of service providers. At a National Coordination GBV (NaCGBV) meeting one of the participants said "finally, we are now going to be able to know whether the GBV response is working. The data presented from GBVIMS+ and CPIMS+ have given a picture of the issues and the capacities to respond to these issues."

Beyond the legislative reform, the Programme contributed to strengthening the GBV coordination framework, engaging stakeholders from the district to national levels, and across existing GBV coordination platforms. Part of this support has so far included the program contribution towards the development of the Terms of Reference for the National Committee on Gender-based Violence and contributed to defining a coordination framework, linking district and national level GBV coordination structures. This framework once ready in July 2026 will facilitate alignment with other coordination platforms such as the teenage pregnancy secretariat, MOPED, and the task force committee at the Chief Ministers office. These efforts reduce duplication of resources, strengthen technical coordination, and enhance collaboration among stakeholders working on GBV prevention and response. This coordination mechanism also fosters accountability and oversight by the Ministry of Gender and Children's Affairs, providing a platform for consolidating results at the national level and strengthening strategic leadership for GBV response and prevention.



# Outcome B: Prevention



The programme has made progress towards promoting gender-equitable norms, attitudes, and behaviors in the targeted schools. During this reporting period, the Programme successfully institutionalized GBV prevention in the school system in Falaba District through which eighty schools have adopted gender-equitable norms, attitudes, and behaviors through the integration of GBV prevention into educational curricula. A total of 240 teachers (from 80 schools) were trained and certified to deliver the Child Adolescent Health and Life Skills (CAHLS) curriculum while 72,000 learners were reached. These interventions strengthened learners' knowledge, skills, attitudes related to bodily autonomy, rights, and agency. Early evidence shows a shift in attitudes towards articulating the issues around GBV by teachers and learners as well.

The Programme also established advocacy platforms in two communities to promote gender-equitable norms, attitudes and

behaviours, including in relation to women and girls' sexuality and reproduction. Through these platforms, the Programme established a "Positive Deviant" model, which has demonstrated stronger effectiveness than external messaging in shifting cultural mindsets. In addition, one-year roadmaps were finalized for two primary advocacy platforms: Women's and Girls' Empowerment and Women in Agriculture Cooperative in Kombora and Kagboro chiefdoms in Moyamba District. 30 Peer Champions (out-of-school adolescent girls) equipped with digital tools (tablets/solar chargers) to lead local reporting and advocacy efforts. In addition, 40 community members were trained in bookkeeping to manage platform resources, supporting financial sustainability and local ownership beyond the programme period. These members belong to the 2 advocacy groups, and their activities will be monitored and supported by the programme linking them with UN Women's women economic empowerment skills.

In parallel, the Programme has initiated a joint reflection to identify complementarities across positive parenting, boys' and men's engagement, and positive deviance approaches. This includes review of curricula and the forthcoming Positive Deviance study on FGM, with the aim of aligning methodologies and sequencing interventions to maximize impact. This inter-agency learning and coordination processes are expected to strengthen programme coherence, reduce duplication, and support more effective social norm change once implementation begins, while reinforcing the "One UN" approach and the sustainability of results.

Furthermore, the establishment of a Peer Champion Network, which involved the training and equipping of 30 out-of-school adolescent girls (five per chiefdom) as local advocates, formalized their roles by providing essential starter kits—including referral forms—and supported to raise awareness on FGM, HIV prevention, and survivor reporting mechanisms. Sustainability was a priority, addressed through financial capacity building, with 40 community members receiving training in basic bookkeeping and the management of monthly contributions to enable the local platforms to progressively self-fund their activities.

In addition, the programme through the global programme to end Child marriage (GPECM) reached 300 parents through the Positive Parenting Education Programme, contributing improved knowledge of child rights and adoption of positive parenting practices. Parents were provided with a safe space to openly discuss their challenges and are committed to creating safer and more supportive home environments for their children. In addition, 150 community members including youth, community and traditional leaders were engaged in community dialogues to identify the harmful gender norms affecting children and to find community-based solutions to prevent violence, including harmful practices such as teenage pregnancy, child marriage and FGM.



# 300

## Parents reached with Positive Parenting Education

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# Outcome C: Response



The Programme prioritized strengthening response, referral mechanisms, capacity strengthening and standardization of approaches as a foundation for improved access to protection services, inter-agency coordination, and survivor-centered service delivery. The roll out of GBVIMs across the 15 districts provides an opportunity for service providers to better assess service uptake by survivors. In the next reporting period, the programme will provide analyzed data on the number of survivors who access quality services at the different service delivery points including one-stop centres and safe spaces.

During this reporting period, discussions were initiated with the Ministry of Gender and Children's Affairs to launch a comprehensive review of the national hotline (116 helpline) service against international standards, with the assessment expected to commence in 2026 following receipt of the Digital Centre of Transformation request from MoGCA. This

review is expected to strengthen the accessibility, reliability, and responsiveness of survivor reporting and referral systems nationwide. More specifically, it will examine performance, telecommunications coverage nationwide, and long-term hosting options, including cloud-based, hybrid, or on-premises models – to ensure the system can operate reliably on scale. Crucially, the review will assess interoperability with CPMIS+, GBVIMS+, and other government platforms, laying out the groundwork for a unified intake and referral architecture across child protection and GBV systems, improving coordination across service providers and reducing fragmentation in survivor case management.

Furthermore, the Programme has increased capacities of service providers in two government facilities to deliver quality, coordinated, and age-sensitive essential services to survivors of violence, including use of GBVIMS+. This has contributed to improved

case management practices and more timely referrals in participating facilities. In 2025, based on GBVIMs report from MOGCA- a total of 733 new GBV incidents were reported. This indicates an increase of 27% (536) of reported cases compared to 2024. Sexual violence accounts for 80% (586), indicating its predominance among other forms of GBV. About 99 % (659) of survivors are female and 1% (8) male.

The Programme also standardized the minimum level of care for every GBV survivor in the country through revised regulatory documents. Standard Operating Procedures for One-Stop Centers (OSCs) were fully aligned with the Sexual Offences Amendment Act (2019) and the National Referral Protocol 2022 following multi-stakeholder review, creating unified minimum service standards and clearer referral pathways across health, justice and social services. A total of 22 key stakeholders (FSU officers, nurses, midwives) conducted the review, ensuring the protocols are practical and survivor centered.

To enhance access to justice, the programme established Paralegal services in nine communities to improve community-to-service referrals and survivor support. 143 justice actors and police officers (including magistrates, High Court appointees, state counsels and FSU officers) received training on sexual and gender-based violence (SGBV) laws, child-sensitive procedures, case management and investigations, enhancing survivor-centred legal responses. Furthermore, fourteen motorbikes have been procured for the Sierra Leone Police Family Support Unit, to strengthen the unit's capacity to investigate GBV cases in remote and hard-to-reach areas. The lack of transport had previously limited the ability of police officers to respond to and investigate cases in the hinterland and rural areas, and the provision of motorbikes has improved mobility and response capacity in these locations. In addition, a consultant was hired to lead the review of the Sierra Leone Police Standards Operating Procedure and to develop a training curriculum that will be integrated in the Sierra Leone Police academy by September 2026.

Lastly, the programme established a national task force to review and finalize the National Training Manual for the Clinical Management of Sexual Assault Survivors, bridging the gap between legal rights and medical response by the end of quarter 2, 2026.

# 733

GBV cases reported in 2025

**+27% vs 2024**

# 80%

sexual violence

# 99%

Survivors female

# Outcome D:

## Women's Movement and Civil Society



During the reporting period, the programme achieved critical participatory milestones that strengthened the foundation for effective project delivery and ensured full alignment with the Leave No One Behind (LNOB) principles. This included active participation in a Joint Stakeholder Engagement that successfully identified and validated programme districts and chiefdoms through an inclusive process involving relevant women's groups. These efforts enhanced local ownership, strengthened coordination, and laid a strong foundation for inclusive, community-responsive programming under Outcome D.

To strengthen feminist leadership and movement building, the programme initiated the recruitment process for a local consultant to develop the Women's Movement Building Strategy. This strategy is expected to strengthen coordination among women's rights organizations, enhance collective advocacy, and support more sustainable movement building efforts.

This consultancy will also map civil society organizations. This mapping exercise will contribute to the systematic identification and analysis of the current landscape of civil society organizations and networks operating within the target districts and participating in the consultation process, including those engaged in the development of the women's movement-building strategy. The exercise will provide a comprehensive overview of stakeholders by clarifying who is doing what, where, and with which resources, thereby helping to minimize duplication, overlap, and inefficiencies. Furthermore, it will establish a structured reference point that can be periodically updated to monitor progress, shifts in strategic priorities, and changes in partner engagement over time.



# Challenges and Mitigating Measures



**Spotlight Initiative**  
To eliminate violence against women and girls



## Human resources, literacy and facilitator availability:

Shortage of qualified female community facilitators with sufficient literacy and low participant literacy levels slowed delivery of curricula and life-skills modules.

### Mitigation

The programme provided training and mentorship for facilitators, used master trainers/SQAOs, simplified and locally adapted materials (storytelling, visual aids, role-plays), longer delivery timelines were needed, and ongoing recruitment/training to expand the facilitator pool.

## Harmful social norms, cultural resistance and low formal reporting:

Entrenched patriarchal norms, preference for informal dispute resolution, and resistance from some chiefs/elders impeded reporting of SGBV, uptake of legal remedies, and pace of legal reform acceptance.

### Mitigation:

The Programme sustained community dialogue and sensitization (including engagement with chiefs, religious leaders and survivor champions), positive-deviance and inter-generational approaches, legal literacy campaigns that emphasize compatibility of statutory and customary practices, and support to community advocacy platforms to build local legitimacy. For instance, these strategies fostered greater acceptance of statutory remedies and strengthened survivor-led advocacy at community level.

In conclusion, the programme is applying adaptive implementation supported by targeted capacity development, streamlined operational procedures, strengthened district partnerships, and enhanced data systems to mitigate constraints while scaling interventions.

## Service availability, infrastructure and logistical barriers:

Limited psychosocial, legal and safe-space services in remote areas; poor roads, long distances and seasonal weather made follow-up and coordination difficult.

### Mitigation

The programme strengthened referral linkages to FSUs, health centres and local courts; procured transport assets (motorbikes) for FSUs; adapted outreach into smaller, cluster-based sessions; and scheduled activities to account for seasonal access constraints. For example, these measures ensured that women and girls in remote communities could access GBV services, while supporting district-level sustainability.

## Monitoring, evaluation and knowledge management gaps:

Partners struggled with systematic data collection, aggregation and qualitative outcome capture, limiting evidence of synthesis for learning and reporting.

### Mitigation

The programme Provided simplified monitoring tools, routine participant tracking templates, targeted M&E capacity building, promoted feasible qualitative methods, and prioritized GBVIMS+ rollout and user training to strengthen standardized data flows and real-time analysis.



# Lessons Learned and New Opportunities



**Spotlight Initiative**  
To eliminate violence  
against women and girls



# Lessons Learned

1. Interventions should be tailored to local political and social dynamics by designing district- and chiefdom-specific strategies rather than applying one-size-fits-all approaches. The Programme needs to use rapid context analysis at district/chiefdom level allows for adaptive programming and improved relevance and uptake.
2. Addressing barriers to accessing justice requires integrated programming that considers financial, logistical, and institutional constraints. Accessing justice is costly for community members. Transportation to police stations costs up to Le450 in Moyamba and Le450 to 900 leones for two ways in Falaba (one way). This underscores the importance of combining legal aid, transport support, and accountability mechanisms to reduce barriers to justice.
3. Embedding gender parity and LNOB considerations in service delivery is essential to ensure equitable access and effectiveness of interventions. For example, quotas and alternative recruitment (e.g., Female Community Mentors) were adopted where female facilitators are scarce. This ensures programming proactively reaches marginalized groups and girls who are more likely to disclose GBV. During the CAHLS teacher training in Falaba, we identified a significant gender imbalance, with 205 male teachers compared to only 35 female teachers. Feedback from students and community members indicated that adolescent girls are significantly more likely to disclose incidents of GBV or discuss menstruation when the facilitator is female. Community engagement approaches are more effective when they are locally led and culturally resonant, especially in driving social norms change outcomes. Evaluations of community engagement showed that standardized "rights-based" messaging often faced resistance in conservative districts. However, dialogue led by "Positive Deviants" local survivors and former practitioners who had abandoned harmful practices—achieved 40% higher engagement rate and reduced resistance from traditional leaders. As a result, the programme is increasingly adopting survivor-led and community-driven storytelling approaches. The Programme also funded local advocacy platforms to produce community radio dramas and peer-to-peer "Story Circles" that use local dialects and culturally resonant narratives to challenge FGM and child marriage.
4. Effective rolling out of digital systems such as GBVIMS+ requires a combination of training, on-the-job coaching, incentives, and provision of equipment to address digital literacy and infrastructure gaps. While the GBVIMS+ rollout was a technical success, early data showed a "reporting lag" in rural areas due to low digital literacy among senior case workers and limited computers and tablets. To bridge this digital divide, the programme integrated procured laptop computers and supported 2 CSOs to scale up district rollout. Furthermore, we established a Support Network; supervisors are incentivized to provide "on-the-job" coaching to case workers, ensuring data entry is timely and accurate.
5. Integrating income-generation or cooperative activities with civic engagement so volunteers—especially marginalized women—can participate without losing income, improving sustainability and retention. Many advocacy platforms struggled with consistency because volunteers—often marginalized women—could not afford the "opportunity cost" of spending time on advocacy instead of income-generating activities. The program is now "Mainstreaming Livelihoods" into advocacy. For example, the Women in Agriculture and Development Cooperative in Bagurwa now integrates advocacy meetings with collective farming activities. By providing basic bookkeeping training alongside GBV training, we ensure that women's economic empowerment and their safety advocacy reinforce one another.
6. Identifying and replicating district-level good practices can strengthen programme effectiveness and coherence. Kailahun district demonstrates relatively advanced coordination among partners in addressing SGBV and provides a potential model for peer learning and replication.

## New Opportunities

During the reporting period, opportunities emerged to strengthen coherence and effectiveness by aligning Spotlight Initiative activities with existing initiatives. These opportunities are expected to enhance programme efficiency, strengthen technical coherence, and contribute to more sustainable and scalable results.

- One opportunity relates to potential alignment between Boys' and Men's Engagement activities and Positive Parenting approaches. A review of the respective curricula is planned to assess overlapping and complementarity. Subject to this review, the integration of selected Positive Parenting elements into Boys' and Men's Engagement sessions is expected to strengthen coherent social and behavior change messaging and improve programme effectiveness.
- Another opportunity is to build on the FGM programme. The Programme plans to leverage existing tools, evidence, and community engagement approaches from this programme to inform its prevention and social norms to change interventions, thereby reducing duplication and strengthening technical coherence.
- The establishment processes for governance structures such as the Civil Society National Reference Group present an opportunity to build stronger, more inclusive coalitions that amplify community voices and enhance accountability.
- As a result of the contextual changes with regards to technology facilitated GBV, there is an opportunity of expanding the Programme's response to address technology facilitated GBV, which is not currently integrated.
- With the national census (January 2025–December 2026) underway, the Programme will align GBVIMS+ data with census outputs to create a more comprehensive and accurate national profile of gender-based violence. This alignment will strengthen evidence for targeted programming, sharpen advocacy messages, and support resource mobilization and policy decision-making at national and district levels.

## Contributions to Evidence Base and Knowledge Management

During this reporting period, the programme used technical working groups to capture insights, lessons learned, and implementation bottlenecks for programming and coordination. These fora enabled systematic reflection on foundational activities—particularly district-level coordination and governance—and informed adaptive actions.

In the coming year, the programme will strengthen systematic evidence collection, documentation, and dissemination by:

- institutionalizing regular stakeholder engagement at district and chiefdom levels and through the intersectional groups network;
- leveraging representation and active participation in national- and district-level coordination platforms (including the Community of Practice for GBV; the Gender Donor Development Partners Group; the Irish GBV Coordination Platform; the GBV Task Force under the Office of the Vice President; the School-Related GBV Committee led by the Ministry of Basic and Senior Secondary Education; and the National Committee on Gender-Based Violence);
- Producing targeted knowledge products (case studies, lesson-learned briefs, and policy recommendations) and sharing them through these platforms and with local partners; and

Routine monitoring visits to project sites will continue to engage rightsholders directly and gather qualitative and quantitative evidence. Regular reflection sessions will be maintained through technical meetings of outcome results groups and the technical committee for the Spotlight programme to validate findings, surface emerging issues, and adapt implementation in real time.



## WHO ARE WE GOING TO ENGAGE DURING THE DATA COLLECTION PROCESS?

### B. DISTRICT AND FREEDOM LEVEL STAKEHOLDERS.

#### B.3 Individual survivors.

District	Cluster respondents	Survivor interviews	Total (Survivor interviews)
Falaba	24	15	39
Moyambi	24	15	39
Kailahun	24	15	39
Total	72	45	117

# Innovative, Promising or Good Practices



**Spotlight Initiative**  
To eliminate violence against women and girls



## Promising:

1. A Power BI dashboard integrating GBVIMS+ and CPIMS+ revitalized partner coordination and stewardship by providing transparent, real-time data access to government and civil society, increasing collective ownership of prevention and response efforts.
2. Improving interoperability between GBVIMS+, eRPW and the Health Facility Registry created cross-ministry linkages (MoGCA–Health), enhancing health-sector awareness and strengthening referral pathways from caseworkers to service providers.
3. Centering “Positive Deviants” from within communities as peer champions reframed social norms work toward locally credible role models; in Moyamba and Kailahun this approach drove a 40% rise in family commitments to keep girls in school instead of subjecting them to FGM.
4. National-scale adaptation and government-led rollout of GBVIMS+ transitioned the platform successfully from humanitarian to development contexts, broke data silos across police, ministry and NGOs, and enabled a unified “One Stop Dashboard” tracking survivor pathways.
5. Embedding advocacy into sustainable cooperatives (e.g., Women in Agriculture and Development Cooperative, Bagurwa) combined livelihoods support with GBV training, removing opportunity-cost barriers for volunteers and creating self-sustaining safe spaces.
6. Adopting a peer-led Micro-Teaching model in CAHLS teacher training enabled practical rehearsal of sensitive modules, delivering immediate feedback, reducing bias in facilitation, and significantly increasing teacher confidence prior to classroom delivery.

## Good Practices:

1. The programme implemented a two-tier governance model for Outcome Results Groups: (1) a quarterly high-level strategic and advocacy forum—chaired by the relevant Minister (Minister of Gender for Outcomes B, c and D; Minister of Justice for Outcome A) and co-chaired by the UN Representative or Deputy Representative—and (2) a compact, UN-led technical working group under each outcome responsible for day-to-day implementation. The high-level forum provides policy direction, resource mobilization, inter-ministerial coordination and strategic advocacy; the technical group handles operational planning, implementation coordination, monitoring and problem-solving.
2. Establishing the Civil Society Reference Group through open calls, stakeholder consultations, and rigorous selection processes ensured legitimacy, inclusivity, and accountability—strengthening civil society’s formal role in program governance.
3. Introducing clearer alignment and direct operational support to expedite lead- and sub-partner selection shortened funding disbursement timelines, reduced implementation gaps, and reinforced partner accountability.
4. Using locally appropriate folk media—puppetry and community theatre—in remote border districts reached audiences inaccessible by mass media, opened dialogue with traditional leaders, and helped end opaque settlements that impede GBV justice.
5. Integrating hardware, district-level support, and on-the-job coaching with GBVIMS+ deployment addressed digital-literacy and equipment gaps, ensuring timely, accurate reporting and improved case management quality.
6. Prioritizing community-led storytelling and locally produced advocacy materials (radio dramas, story circles) increased receptivity in conservative areas by using culturally resonant narratives and local languages rather than standardized, external messaging.

Shining a Light on Equality:  
Supporting the UN-EU Spotlight Initiative in Sierra Leone  
We stand to end violence against women and girls



# Communications and Visibility



# Overview

During the reporting period, the Programme implemented communications and visibility actions that included media articles and social media engagements. In all presentations and engagements, the logos of the EU, Spotlight, and UN are prominently featured in IEC materials and campaign events. The programme is currently developing the communication and visibility Action plan.

## Messages and Campaigns

There were no notable campaigns, virtual or in-person, that the programme launched or supported during this reporting period. The programme did not also develop or execute any messaging for a segmented audience during this reporting period.

## Media and visibility events

During this reporting period, the programme organized a national launch of the spotlight programme on 8 July 2025 with high-level government, UN and EU participation. RUNOs (UNFPA, UNICEF, UNDP, UN Women)

## Testimonials



"I am one of the happiest today as we officially launch the Spotlight Initiative. This support from the European Union will go a long way to complement the implementation of my core mandate as the Minister responsible for women and children in this nation."

**Dr. Isata Mahoi,**  
*Minister of Gender and Children's Affairs*



"This selection underscores recognition of Sierra Leone's commitment and the urgent need for action here. The EU firmly believes that gender equality cannot be achieved while violence against women persists."

**Gérald Hatler**  
*Chargé d'Affaires a.i., Delegation of the European Union to Sierra Leone*



"At the community level, we will see an expansion of safe spaces, a scaling up of prevention programmes and more support to grassroots organisations, especially those led by women and girls."

**Ms. Seraphine Wakana**  
*UN Resident Coordinator, Sierra Leone*



"We are seeing results. Survivors now have greater trust in the support systems, and more are stepping forward to seek justice."

**Dr. David Moinina Sengeh**  
*Chief Minister*



# Sustainability



## Community ownership and social norms

Intergenerational dialogues and broad stakeholder engagement build local leadership, trust and shared ownership across children, adolescents, caregivers and elders. By surfacing norms, promoting positive parenting, and creating social accountability, these processes embed behaviour change in community practice and ensure benefits persist beyond project funding, reaching the most vulnerable.

## Institutionalization in government systems

The programme is transitioning responsibilities to government through regulatory and curriculum integration: revised One-Stop Centre SOPs are now the Ministry of Gender's official standard; the National Training Manual for Clinical Management of Sexual Assault Survivors is being integrated into health training for nurses and midwives; Sierra Leone Police SOPs will be incorporated into Police Academy curricula and executive oversight; and negotiations with the Law School and Judiciary Training College aim to institutionalize survivor-sensitive judicial practice. These measures embed GBV response into core institutions for long-term continuity.

## Data and technical self-reliance

GBVIMS+ rollout includes an exit strategy to migrate server infrastructure to government data centres and transfer technical ownership to nine trained national facilitators. This creates the capacity to train future cohorts and sustain evidence systems without external consultants.

## Financial and operational sustainability

Grassroots platforms are being structured for financial resilience: district advocacy groups organized as cooperatives; 40 members trained in bookkeeping and managing revolving funds to support outreach and emergency needs. Cost-sharing models (e.g., Rainbo Initiative with Ministry of Health) link government provision of space and staff with partner technical inputs, progressively shifting operational costs to national budgets.

## Physical and service delivery sustainability

Investments in durable assets (e.g., rehabilitated Community Learning Centres managed by trained local committees) and provision of motorbikes to Family Support Units strengthen long-term service access. Strengthened referral pathways, paralegal networks and trained frontline staff create a sustained continuum of care.

## Cross-cutting enablers

Stakeholder networks (chiefs, religious leaders, CSOs, district authorities) and formal commitments secured during rollout institutionalized norms and practices at community level. Planned sustainability planning will consolidate these approaches under a community-driven framework aligned with



# 30

Peer Champions  
(out-of-school girls)  
equipped with tablets  
& solar chargers



# Next Steps



**Spotlight Initiative**  
To eliminate violence against women and girls



## 1. Evidence-driven programme refinement

Jointly review the Positive Deviance study on FGM and adjust Partner Documents and interventions to ensure evidence-informed, context-responsive programming and stronger inter-agency integration.

## 2. Consolidate governance and coordination

Establish the National Steering Committee and CSNRG; expand district-level steering committees; finalize activity mapping to national development plans; update the risk matrix; and communication and advocacy plan

## 3. Strengthen multi-sector systems and interoperability

Advance interoperability between GBVIMS+, the electronic referral pathway workflow (eRPW) and the Health Facility Registry; validate OSC SOPs and convene a partner roundtable with MoGCA to present implementation gaps and funding opportunities.

## 4. Capacity building and service delivery

Jointly review the Positive Deviance study on FGM and adjust Partner Documents and interventions to ensure evidence-informed, context-responsive programming and stronger inter-agency integration.

## 5. Community engagement, advocacy and CSO empowerment

Implement the grassroots strategy with the lead partner to strengthen mobilization, coalition building and inclusive feminist leadership; launch the VAWG advocacy and communications plan; expand safe-space mapping; and leverage CSO mapping to amplify survivor voices and networks.

## 6. Data, M&E and knowledge management

Strengthen district data systems and routine participant tracking; finalize the M&E and Knowledge Management strategy, lessons-capture system, and inclusive monitoring approaches that involve CSOs, community leaders and marginalized groups.

## 7. Legislative reform and policy engagement

Support public inquiries, legislative reviews and consultative processes on the Sexual Offences Act, Domestic Violence legislation and witness/victim protection mechanisms; provide technical inputs and advocacy evidence to accelerate reforms.

## 8. Financial sustainability and resource mobilization

Promote cost-sharing arrangements, validate cooperative models for community platforms, and explore Team-Europe and other donor funding opportunities to sustain operations and scale successful interventions.

These actions will consolidate coordination, deepen community ownership, institutionalize services and data systems, and position the programme for accelerated implementation and sustained impact in 2026.



# 143

Justice actors & Police trained on SGBV laws and survivor-centered procedures.

# Annex A: Sierra Leone Results Framework

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
<b>Impact Indicators</b>						
1. Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months (SDG 5.2.1)	<i>Total</i>					Midterm Evaluation of the project is planned for the end of 2026, while the final evaluation will be conducted at the end of the project period. The programme has further revised the targets for this indicator from 50% to 49.80%. This is because the project is not anticipating any changes within the project period. These revisions of the targets are planned and, pending formal approval, will be reflected in the next reporting cycle (2026).
	0.7%	0.7%	—	—	0.5%	
	<i>a. Physical Violence</i>					
	0.3%	0.3%	—	—	0.2%	
	<i>b. Sexual Violence</i>					
	0.04%	0%	—	—	0.03%	
<i>c. Psychological violence</i>						
	0.3%	0.3%	—	—	0.2%	
2. Percentage of women age 15-49 who have ever experienced sexual violence	0.06%	0.06%	—	—	0.05%	Midterm Evaluation of the project is planned for the end of 2026, while the final evaluation will be conducted at the end of the project period.
<b>Pillar A: Laws &amp; Policies, Institutions, and Data</b>						
A.1 Number of new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year.						In this reporting period, the programme, supported the review of the Matrimonial Causes Act. Through this support, the Law reform Commission commissioned a research and consultative process that reached 752 people from the region (North, West, South and Esat of Sierra Leone) and supported technical working group sessions to amend provisions that discriminates women and violated their rights to access property in matrimony. The Matrimonial Causes Act protects women from economic, psychological violence, especially rural women who contract traditional marriages. The law enhances the preserves the rights of women in accessing property and in abstaining from abusive relationship, thereby addressing the stringent provisions of the 1961 provisions. The review also aims to reflect provisions that cover matrimonial provisions of traditional marriages, which is mostly what citizens utilize
	0	0	1	1	4	

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
A.1.1 Percentage of partners with demonstrating enhanced capacity to review legislation and regulatory framework.	0%	0%	—	—	80%	Capacity building and evaluation under this indicator are planned for 2026.
A.2 Number of costed M&E frameworks developed/reviewed as part of Action Plans to address VAWG/HP and mainstream gender equality considerations.	<i>National</i>					Activities have not yet been initiated.
	3	0	0	0	1	
	<i>Sub-national</i>					
A.2.1 Number of evidence-based costed national action plans developed and implemented to end VAWG/HP in line with HR standards.	<i>National</i>					The programme supports the Ministry of Gender and Children's Affairs in the development of a national strategy on FGM. Please note that A.21 and A.2 indicators may need to be harmonized as the two are closely interlinked.
	1	0	0	0	2	
	<i>Sub-national</i>					
A.2.2 Number of people with strengthened capacities to draft costed action plans on ending VAWG and accompanying M&E frameworks	<i>Total</i>					The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	0	0	—	
	<i>Female</i>					
	—	—	0	0	—	
	<i>Male</i>					
	—	—	0	0	—	
	<i>Other Sex</i>					
A.3.1 Level of coordination among the stakeholders working to prevent and respond to Violence Against Women and Girls (Scale: 1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always)	<i>National</i>					The programme defined a GBV coordination framework linking district and national platforms and contributed to Terms of Reference for the National Committee on GBV, improving information flows and strategic decision-making across coordination bodies.
	—	—	Always	Always	—	
	<i>Sub-national</i>					
	—	—	Always	Always	—	The baseline and planning data is to be determined pending

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
						the baseline study and will be established by the second quarter in 2026
A.4.1 Number of institutions/service providers with the relevant capacity to collect VAWG data	<b>National</b>					National coverage grew from 3 initial districts to 11 districts. In addition, 99 personnel trained, including 9 national facilitators and 90 district-level case workers from 15 institutions (including CSOs).  The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	3	3	—	
	<b>Sub-national</b>					
	—	—	9	9	—	
<b>Pillar B: Prevention</b>						
B.1 Percentage of people who think it is justifiable for a man to beat his wife/intimate partner	<b>Total</b>					This outcome level indicator will be measured or assessed during the mid- and endline evaluations for the project. Therefore, there were no activities planned for 2025.
	0.8%	0.8%	—	—	0.8%	
	<b>Female</b>					
	52.6%	—	—	—	0%	
	<b>Male</b>					
	32.7%	—	—	—	0%	
B.1.1 Number of schools that adopt gender-equitable norms, attitudes and behaviours, including in educational curricula. Adapted from a global indicator.	0	80	80	80	300	Eighty schools have adopted gender-equitable norms, attitudes, and behaviors, including educational curricula. The programme successfully institutionalized GBV prevention in the school system in Falaba District. A total of 240 teachers (from 80 schools) were trained and certified to deliver the Child Adolescent Health and Life Skills (CAHLS) curriculum while 72,000 learners were reached nationally, including approximately 25,000 learners through direct project implementation, with Child and Adolescent life skills education, focusing on providing learners with the information, skills, attitudes necessary to the attainment of body rights and agency.
B.2 b. Percentage of respondents who believe that girls who marry before age 18 are more valued in their community than those who marry later	<b>Total</b>					The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	—	—	—	
	<b>Female</b>					
	—	—	—	—	—	

# Annex A: Sierra Leone Results Framework

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
	<i>Male</i>					
	—	—	—	—	—	
B.2a Percentage of women aged 15-49 who think the practice of FGM should continue	<i>Total</i>					The indicator is linked to the mid and endline surveys which are planned for 2026 and at the end of the project period.
	<b>0.76%</b>	<b>0.76%</b>	—	—	<b>0.48%</b>	
	<i>Female</i>					
	—	—	—	—	—	
	<i>Male</i>					
	—	—	—	—	—	
B.2.1 Number of communities with advocacy platforms established and/or strengthened to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction	—	—	<b>2</b>	<b>2</b>	—	<p>The programme established advocacy platforms in two communities to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction. Through these platforms, the programme established a "Positive Deviant" model that has proven more effective than external messaging in shifting cultural mindsets. In addition, one-year roadmaps finalized for two primary advocacy platforms: Women's and Girls' Empowerment and Women in Agriculture Cooperative while 30 Peer Champions (out-of-school adolescent girls) equipped with digital tools (tablets/solar chargers) to lead local reporting and advocacy. In addition, 40 community members trained in bookkeeping to manage platform dues, ensuring these advocacy hubs can self-fund beyond the project period. Furthermore, the establishment of a Peer Champion Network, which involved the training and equipping of 30 out-of-school adolescent girls (five per chiefdom) as local advocates, formalized their roles by providing essential starter kits—including referral forms—and empowered them to address the health consequences of FGM, HIV prevention, and survivor reporting mechanisms.</p> <p>The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026</p>
	<i>Total</i>					

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
B.3.1 Number of key decision makers in relevant institutions with strengthened capacities advocating for implementation of legislation and policies on ending VAWG. Adapted from a global indicator	—	—	0	0	—	This indicator linked to the development of the GBVSBCC strategy which is planned for 2026  The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	<i>Female</i>					
	—	—	0	0	—	
	<i>Male</i>					
<b>Pillar C: Response &amp; Services</b>						
C.1 Number of women, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector	<i>Total</i>					The consolidated GBVIMS annual report is not yet finalized. This will be provided before final report submission.  The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	0	0	—	
	<i>Education</i>					
	—	—	—	—	—	
	<i>Health</i>					
	—	—	—	—	—	
	<i>Justice</i>					
	—	—	—	—	—	
<i>Security</i>						
—	—	—	—	—		
<i>Social Services</i>						
—	—	—	—	—		
C.1.1 Number of government facilities with service providers who have increased capacities to deliver quality, coordinated, and age-sensitive essential services to survivors of violence, including use of GBVIMS+	—	—	2	2	—	The programme has increased capacities of service providers in two government facilities to deliver quality, coordinated, and age-sensitive essential services to survivors of violence, including use of GBVIMS+. Sierra Leone became the first country globally to deploy the GBVIMS+ digital platform in a non-emergency context. National coverage grew from 3 initial districts to 11 districts. In addition, 99 personnel trained, including 9 national facilitators and 90 district-level case workers from 15 institutions (including CSOs). The system now automatically generates real-time statistical profiles of survivors and perpetrators, allowing the Ministry of Gender to

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
B.3.1 Number of key decision makers in relevant institutions with strengthened capacities advocating for implementation of legislation and policies on ending VAWG. Adapted from a global indicator	—	—	0	0	—	This indicator linked to the development of the GBVSBCC strategy which is planned for 2026
	<i>Female</i>					
	—	—	0	0	—	The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	<i>Male</i>					
<b>Pillar C: Response &amp; Services</b>						
C.1 Number of women, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector	<i>Total</i>					The consolidated GBVIMS annual report is not yet finalized. This will be provided before final report submission.  The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	0	0	—	
	<i>Education</i>					
	—	—	—	—	—	
	<i>Health</i>					
	—	—	—	—	—	
	<i>Justice</i>					
	—	—	—	—	—	
	<i>Security</i>					
—	—	—	—	—		
<i>Social Services</i>						
—	—	—	—	—		
C.1.1 Number of government facilities with service providers who have increased capacities to deliver quality, coordinated, and age-sensitive essential services to survivors of violence, including use of GBVIMS+	—	—	2	2	—	The programme has increased capacities of service providers in two government facilities to deliver quality, coordinated, and age-sensitive essential services to survivors of violence, including use of GBVIMS+. Sierra Leone became the first country globally to deploy the GBVIMS+ digital platform in a non-emergency context. National coverage grew from 3 initial districts to 11 districts. In addition, 99 personnel trained, including 9 national facilitators and 90 district-level case workers from 15 institutions (including CSOs). The system now automatically generates real-time statistical profiles of survivors and perpetrators, allowing the Ministry of Gender to

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
	<i>Recovery Services - Women</i>					the baseline study and will be established by the second quarter in 2026
	—	—	—	—	—	
	<i>Recovery Services - Girls</i>					
	—	—	—	—	—	
	<i>Recovery Services - Men</i>					
	—	—	—	—	—	
	<i>Recovery Services - Boys</i>					
	—	—	—	—	—	
C.3 Existence of a dedicated GBV information management system (IMS) at national level which can measure number of women/girl victims/survivors of violence that have received quality, essential multi-sectoral services.	Yes	Yes	Yes	Yes	Yes	National rollout of GBVIMS+ expanded coverage from 4 to 11 districts and onboarded 11 new organisations; 99 personnel (including 9 national facilitators and 90 district users) were trained. GBVIMS+ now enables standardized incident coding, real-time analysis, hotspot identification and improved referral coordination, while protecting survivor confidentiality.
<b>Pillar D: Women's Movements and Civil Society</b>						
D.1 Proportion of women's rights organisations, and relevant CSOs, increase their coordinated efforts to jointly advocate on ending VAWG	—	—	—	—	—	The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
D.1.1. Number of jointly agreed recommendations/action points on ending VAWG/HP generated and implemented by women's rights networks and relevant CSOs to end VAWG/HP and promote GEWE as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination/marginalization.	—	—	0	0	—	The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
D.1.2 Number of official dialogues/learning platform about VAWG with relevant government authorities with the full participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination	0	0	0	0	4	The recruitment process for a consultant to develop the Women's Movement Building Strategy was initiated. This consultancy will also map civil society organizations and assess options for an integrated safe space

Indicator Statement	Baseline	2025 Milestone	2025 Annual Results	Cumulative Results	Target	Reporting Notes
D.2 Extent to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG (Rating: 0 – 5)	—	—	—	—	—	The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
D.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG	0	0	0	0	60	The recruitment process for a consultant to develop the Women's Movement Building Strategy was initiated. This consultancy will also map civil society organizations and assess options for an integrated safe space
D.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year. (6.3.1)	<b>Total</b>					The recruitment process for a consultant to develop the Women's Movement Building Strategy was initiated. This consultancy will also map civil society organizations and assess options for an integrated safe space
	—	—	0	0	—	
	<b>Leave No One Behind-Led Organisations</b>					The baseline and planning data is to be determined pending the baseline study and will be established by the second quarter in 2026
	—	—	0	0	—	
<b>Youth-Led Organisation</b>						
—	—	0	0	—		

# Annex B: Risk Matrix

Risk Assessment		Likelihood:		Impact:		Risk Monitoring:		Addressing the Risk		Responsible Person/Unit					
Risk	Detailed	Almost Certain – 5	Likely – 4	Possible – 3	Unlikely – 2	Rare – 1	Extreme – 5	Major – 4	Moderate – 3	Minor – 2	Insignificant – 1	Periodicity	Source for monitoring		
<b>Contextual risks</b>															
Deeply entrenched social norms and political interests in harmful traditional practices (particularly FGM) create resistance or backlash on the part of authorities and community members to the structural and normative changes required to end VAWG/HP	<p>Rising resistance to social-norms change is increasing risks to women and girls, including child marriage, female genital mutilation/cutting (FGM/C), and sexual and gender-based violence (SGBV). Online promotion of FGM has strengthened support for the practice and undermined community-level prevention efforts. The Child Rights Act (2002) was reviewed in 2025 to strengthen child protection. Although a draft initially included a ban on FGM for girls under 18, Parliament removed the FGM prohibition. The revised Act remains in force but contains no legal sanctions for FGM. This has generated widespread concern among civil society, human-rights groups and community leaders and has weakened confidence in legal protection for girls.</p> <p>Current risk implications</p> <p>The absence of explicit criminal sanctions in the revised Act risks reversing gains in gender justice, reducing deterrence, and emboldening proponents of harmful practices. Furthermore, ongoing public debate and polarized views between cultural practices and legal reform increase the likelihood of backsliding unless complementary non-legal measures are scaled up.</p>	4	4	Quarterly	Programme quarterly reports	<p>1. The Programme will support policy coherence by contributing evidence and recommendations to finalize a national FGM strategy that aligns prevention, protection, prosecution and partnership under a unified framework. The strategy will build a cohesive advocacy platform to promote criminalization of FGM and protect girls' rights; deliver community-led behaviour-change interventions to reduce demand for FGM and child marriage as well as engage political, religious and traditional leaders as champions for change.</p> <p>2. The Programme is also developing a women's movement strategy to coordinate efforts to support women's organizations and civil society more generally. The strategy seeks to strengthen women's organizations and civil society representatives' ability to work together by promoting a shared vision, synergy, linkages, and joint engagements, for a more coordinated and impactful advocacy for ending violence against women and other harmful practices. Civil society, human-rights groups and community leaders are mobilizing to urge the President to withhold assent and return the Act to Parliament with explicit prohibitions and penalties for FGM. In addition, the strategy also foresees ample collaboration with media and community structures.</p> <p>3. The Programme will integrate FGM/C prevention into education, health and livelihoods programming to improve school retention for girls and provide alternative rites/economic options for families and strengthen service provision for survivors and link prevention messaging with health and education platforms. Campaigns will target lawmakers, and influential traditional and religious leaders to restore legal protections. Integrated prevention across sectors.</p> <p>4. The Programme will develop targeted advocacy and media campaigns (including online counter-narratives) to challenge normalization of FGM and misinformation; enhance research, data collection and monitoring systems to track prevalence, drivers and program impact, and to inform policy and programming decisions and; use forthcoming baseline and qualitative studies to guide adaptive programming and targeted interventions.</p> <p>5. The Programme, in collaboration with other partners, is coordinating discussions to identify synergies, share evidence and collaborate on "positive deviance" and community-based approaches. The programme will strengthen coordination with national agencies, CSOs and development partners to harmonize prevention, protection and enforcement efforts.</p>	RUNOs ORGs (Outcomes B and D) CSNRG								
Changes in the Government and/or selected ministries could negatively impact ownership and commitment to implement the programme.	Changes in government and/or ministerial leadership in Sierra Leone can reduce political ownership and commitment for a programme, delaying implementation, changing priorities, disrupting funding and coordination, and increasing reputational and fiduciary risks. This risk is heightened by Sierra Leone's electoral cycles, party competition	3	4	Annual	UN Situation Reports	The SI will pursue a "Whole-of-government" approach, at the highest level. High-level advocacy by EU HoD / UN RC / UN Heads of agencies / and empowering CSO advocacy, to ensure high-level government commitment continues even if institutional changes occur. Government technical staff will work closely with political leaders.	RC NSC Ministers and supporting officials EUD								
Political instability/social unrest and/or detrimental fiscal situation drastically reduce the commitment and contribution towards VAWG	Episodes of political instability, social unrest or a worsening fiscal crisis can quickly erode government and donor commitment to preventing and responding to violence against women and girls (VAWG) by triggering budget reallocation away from social protection and gender services, delaying or cancelling counterpart funding, and deprioritising legal and policy reforms; simultaneously, insecurity and economic strain increase household stress and exposure to violence while disrupting frontline services (health, justice, shelters), causing staff turnover and limiting CSOs operations—together these effects both reduce financial and political support for VAWG programming and worsen need, undermining prevention, survivor support, monitoring and accountability.	3	4	Annual	UN Situation Reports	Continuous monitoring of the political and fiscal situations to anticipate potential risks and maintaining dialogue with high-level counterparts on the importance of advancing core program objectives for the overall development of the country.	RC NSC Ministers and supporting officials EUD RUNOs								
Political instability/social unrest and/or detrimental fiscal situation lead to increased levels of violence in society	Political instability, social unrest or a deteriorating fiscal situation tend to drive higher levels of violence across society by increasing economic hardship, unemployment and household stress, weakening state capacity to maintain law and order, and disrupting essential social and protection services; these conditions heighten risk factors for interpersonal and collective violence (including VAWG, youth violence, communal clashes and criminality), exacerbate impunity as police and justice systems become overstretched or politicised, and fuel mobilization of frustrated youth or armed groups—while service interruptions, displacement and reduced CSOs capacity further limit prevention, protection and recovery, creating a reinforcing cycle of instability and violence.	2	5	Annual	UN Situation Reports	Increased response services and flexibility in funding lines and governance will allow the programme to respond to crises. GBV IMS has been developed to operate successfully in humanitarian situations	RC NSC Ministers and supporting officials EUD RUNOs								

Weak coordination leads to suboptimal use of resources, missed opportunities and/or duplication of efforts	Weak coordination among government ministries, district councils, donors, NGOs and community actors undermines programme effectiveness by causing fragmented planning, duplicated services in some areas while other communities remain underserved, inefficient use of scarce financial and human resources, inconsistent data and monitoring systems, and lost opportunities for joint procurement, capacity building and referral pathways; competition for visibility and funding can further skew activities toward politically favoured districts, reduce economies of scale, delay responses to emerging needs, and weaken accountability, ultimately diminishing impact and increasing transaction costs for initiatives across sectors (health, protection, education, livelihoods).	3	3	Quarterly	Programme quarterly reports	Clear coordination and accountability mechanisms will be established and prioritised by key stakeholders, championed by Ministers, RC and senior officials in UN and government	NSC PCT ORGs CSRG
Risk that the programme has unintended negative consequences that perpetuate gender inequalities and undermine the wellbeing of target beneficiaries, notably stigmatisation and rejection of survivors seeking help.	Programme risk producing unintended negative consequences—such as increased stigma, community or family rejection of survivors, social isolation, economic retaliation, or backlash against perceived challenges to gender norms—when interventions are not culturally sensitive, fail to safeguard confidentiality, inadequately engage men and traditional leaders, or create visible beneficiary targeting that marks survivors; weak referral systems, poor coordination with livelihoods or psychosocial support, and reliance on single-service models can leave survivors exposed to further harm, undermine trust in services, and ultimately reinforce existing gender inequalities rather than reduce them.	2	5	Quarterly	Programme quarterly reports	Strong focus on awareness and behavioural change campaigns which may change social norms and mindsets and on activities that bridge the gap between formal justice system and traditional and customary practices, and on delivering survivor centred responses. The quality of services and, in particular, the skills and attitudes of service providers will be critical to ensure that survivors experience confidential and sensitive services, minimising their exposure to community scrutiny and enabling them to manage their care and justice pathways as safely and securely as possible.	RUNOs PCT PCT ORGs CSRG
Public health threats - e.g. epidemic or pandemic - severely disrupts society, economy and programme operations	Public health threats such as epidemics or pandemics can severely disrupt society, the economy and programme operations by overwhelming health systems, diverting government attention and funding to emergency response, restricting movement and access to services, and interrupting delivery of prevention and survivor support for VAWG (healthcare, psychosocial services, shelters, legal aid); these shocks heighten vulnerability through income loss, school closures and increased household stress, strain supply chains and partner capacity, cause staff sickness and turnover, limit monitoring and community engagement, and can force rapid shifts to remote modalities that exclude the most marginalised—together leading to service gaps, increased unmet need, reduced programme reach and weakened accountability.	2	5	Monthly	UN Situation Reports	Severe public health threats such as epidemics or pandemics have the potential to create significant disruption in society, including the worsening of violence against women and girls. Public health restrictions to manage epidemics/pandemics may severely disrupt programme operations. In such an event the programme would undertake rapid risk assessment and develop mitigation strategies in line with WHO guidance.	NSC PCT PCT RUNOs
Natural disaster - e.g. floods, drought - severely disrupts society, economy, infrastructure and programme operations	Natural disasters—particularly floods and droughts—can severely disrupt society, the economy, infrastructure and programme operations by displacing households, damaging roads, health facilities and schools, interrupting supply chains and communications, and diverting government and donor resources to emergency relief; these shocks exacerbate food and livelihood insecurity, heighten protection risks including increased VAWG and child exploitation, overwhelm overstretched health and psychosocial services, impede outreach and monitoring, raise costs and delays for implementation, and erode community coping mechanisms—requiring rapid re-prioritisation.	2	5	Monthly	UN Situation Reports	Advocacy for continued flexible financing, strengthened coordination with disaster response actors, and contingency planning to maintain critical protection and survivor support	NSC PCT PCT RUNOs
Insufficient and/or unstructured coordination mechanisms between Spotlight UN and Rainbo Initiatives result in fragmented service delivery and duplication of efforts	Weak or ad-hoc coordination between the Spotlight Initiative (UN) and Rainbo Initiative risks fragmented service delivery and duplication by creating parallel referral pathways, uneven geographic coverage, inconsistent survivor care standards, and wasted scarce resources; this can leave some districts overserved while others lack services, produce conflicting messages to communities, weaken data quality and case management continuity, increase survivor retraumatisation and drop-out, and expose partners to reputational and fiduciary risks with donors and government.	4	4	Quarterly	Programme quarterly reports	Strengthening joint governance ( shared workplans and referral protocols), routine coordination forums, common monitoring indicators and secure data-sharing, and synchronized community outreach are essential to ensure coherent, efficient and survivor-centred responses.	RC Rainbo Lead

Programmatic risks							
Modest funding levels, staff turnover and limited human resources amongst government and non-government entities in-country (health/police/ justice, social services, etc.) limit or delay realisation of activities crucial to achieving the planned outcomes, and their sustainability.	Modest funding, high staff turnover and limited human resources across government and non-government sectors (health, police, justice, social services, etc.) constrain timely implementation and sustainability of VAWG programmes by causing delays in service delivery, gaps in case management and referrals, weakened quality of clinical and psychosocial care, reduced outreach and prevention activities, and loss of institutional memory; these capacity shortfalls increase reliance on short-term consultants or CSOs, raise transaction costs, undermine coordination with district structures, threaten counterpart funding and scale-up, and leave communities without durable local ownership	4	4	Quarterly	Programme quarterly reports	Design low-cost context-specific activities which stand a higher chance of sustainability despite macroeconomic constraints. The programme will develop a sustainability and exit strategy at the outset, which will identify the best opportunities for mitigating against low government investment. Strengthening planning and budgeting capacity to increase allocation to the multisectorial strategy to curb VAWG. Disseminate SI produced tools for cost effective intervention by stakeholders. Systemise VAWG prevention and response activities into SOPs used by the Ministry of Health, Ministry of Basic and Senior Secondary Education, and other key ministries. Targeted capacity-strengthening, retention incentives, task-sharing, phased funding strategies and stronger integration of services into routine ministry systems to mitigate impact.	RUNOs PCT NSC PCT
Low capacity of service providers for health and psychosocial services results in poor quality of care and additional risks to survivors, particularly if/when delivered through volunteer workers	Low capacity among health and psychosocial service providers—exacerbated by limited training, weak clinical supervision, resource constraints, and reliance on volunteer workers—can produce poor-quality, inconsistent care for survivors of VAWG, increasing risks of retraumatization, breaches of confidentiality, misdiagnosis or inadequate medical/mental health treatment, unsafe referrals, and loss of trust in services; volunteers in particular may lack clinical skills, ethical training and time commitment, creating gaps in follow-up and accountability. This undermines survivor recovery and reporting, reduces service uptake, and can amplify harm.	3	4	Quarterly	Programme quarterly reports	Standardized training and competency frameworks, regular supervision and mentorship, clear SOPs and referral pathways, psychosocial support and remuneration or incentives for frontline workers, routine quality assurance (client feedback, case audits), and investment in sustainable staffing and infrastructure.	RUNOs ORGs (Outcomes C and D) CSRG
Lack of coherence/ integration between the components of the programme implemented by different implementing partners undermines the effectiveness of the programme	Poor coherence and weak integration between programme components implemented by different partners (e.g., prevention, health, justice, livelihoods) undermines overall effectiveness by creating gaps in referral pathways, inconsistent beneficiary targeting, mismatched timelines and geographic coverage, duplicated activities in some districts while others remain neglected, fragmented data and monitoring systems, and conflicting messaging to communities; this fragmentation reduces impact, wastes limited resources, weakens survivor care continuity, complicates government engagement and	3	3	Quarterly	Programme quarterly reports	Joint planning, shared SOPs and referral protocols, synchronized workplans and M&E, regular coordination forums and clear roles to restore coherence and maximize outcomes.	NSC PCT PCT CSRG ORGs
Unintended consequences of programmes increase the risks of GBV, or other harms, to individuals, groups or communities	Unintended consequences of programmes—such as poorly targeted cash transfers, public beneficiary lists, male-excluding interventions, or interventions that shift power or economic dynamics without protective measures—can unintentionally increase risks of gender-based violence (GBV) by provoking backlash from partners or communities, exacerbating household tension and economic stress, isolating or stigmatising beneficiaries, undermining local protection mechanisms, or creating new dependency and exploitation pathways; such harms are amplified where services, referral pathways and community engagement are weak, where cultural norms resist changes in gender roles, and where monitoring of adverse effects is limited, making it essential to build risk analyses.	2	5	Quarterly	Programme quarterly reports	Sensitive and inclusive programme design and monitoring will pre-empt and enable early detection of unintended consequences of the programme. Inclusive and responsive complaints and redress mechanisms at community level will also enable any harms to be detected early and dealt with appropriately	RUNOs CSRG ORGs
Burden of supporting communities, families and individuals with serious and complex issues leads to staff and volunteer trauma or burnout	The heavy burden of supporting communities, families and individuals with serious, complex issues—stemming from high levels of VAWG, poverty, epidemics, displacement and weak social protection—places frontline staff and volunteers at high risk of secondary trauma, burnout and attrition; limited psychosocial support, inadequate supervision, low or irregular pay, heavy caseloads, and stigma around mental health worsen stress, reduce service quality, increase errors and absenteeism, and undermine programme continuity and institutional memory;	4	4	Quarterly	Programme quarterly reports	Training and capacity building for services and SOPs should contain measures to safeguard the wellbeing of staff and volunteers, such as establishing and maintaining appropriate support and supervision procedures.	RUNOs CSRG ORGs
Divergent geographical focus and target groups lead to inequities in service delivery, lack of synergies, and/or some areas or groups may remain underserved, weakening programme impact	Divergent geographic focus and inconsistent targeting by implementing partners can create inequities in VAWG service delivery—concentrating resources and visible activities in politically favoured or accessible districts while remote, rural or conflict-affected areas and marginalised groups (e.g., adolescents, LGBTIQ+ people, people with disabilities, Freetown peri-urban settlements) remain underserved—resulting in gaps in prevention and survivor support, missed opportunities for referral linkages and economies of scale, duplication in some locations, weakened national coherence and data comparability, and reduced overall impact and legitimacy.	4	5	Quarterly	Programme quarterly reports	Conduct joint geographical assessments to align efforts in priority districts. Focus on addressing service delivery gaps in areas of overlap or divergence. Agree on equitable resource allocation to maximize impact across both programmes.	RC UNCT Rainbo Team
Misaligned standards in service delivery across Spotlight UN and Rainbo Initiative erode trust and reduce the effectiveness of interventions	Misaligned service delivery standards between the Spotlight Initiative (UN) and Rainbo Initiative undermine survivor trust and programme effectiveness by producing inconsistent quality of care, conflicting case management and referral protocols, uneven geographic service coverage, and variable confidentiality and safeguarding practices; survivors facing different standards may experience retraumatization, gaps in medical, psychosocial or legal support, and confusion over where to seek help, while partners and government struggle to coordinate, monitor and scale services.	3	3	Quarterly	Programme quarterly reports	Coordinate and provide support as necessary for quality standards for OSCs and survivor-centered services to ensure consistency. Regularly monitor service delivery quality and provide corrective actions where needed, especially those led by Rainbo.	PCT Rainbo Team
Delayed implementation due to coordination challenges compromise programme objectives and reduce donor confidence	In Sierra Leone, failures such as weak coordination, misaligned standards, funding shortfalls or poor safeguards can compromise programme objectives by producing uneven service quality, coverage gaps, missed targets and weakened monitoring, while visible implementation failures, repeated safeguards breaches or poor value-for-money erode donor confidence—leading to reduced or reallocated funding.	3	4	Quarterly	Programme quarterly reports	Develop a shared implementation timeline with clear milestones and responsibilities per organization. Leverage government coordination platforms (e.g., NAC-GBV) to streamline decision-making and communication. Escalate unresolved challenges promptly to the RCO for action.	UNCT RC Rainbo Team, NSC Ministers and supporting officials

Institutional risks							
Insufficient UN agency staffing and capacity and/or resource competition amongst UN agencies undermine effective partnership working	Insufficient UN agency staffing and capacity—compounded by competition for limited resources and visibility among UN agencies—can weaken partnership working by slowing coordination, producing fragmented or duplicated interventions, creating gaps in technical support to government and partners, and undermining collective advocacy and pooled financing efforts; this reduces program coherence, strains government counterparts, delays decision-making and scale-up, and risks donor frustration.	2	5	Quarterly	Programme quarterly reports	Strong leadership and coordination sought on the part of UNRC as well as dedicated support services by the UN Spotlight Initiative Secretariat to ensure the implementation of the UN Joint Programming and ONE reform principles and SI best practices. UN has appointed one lead agency (UNFPA) for overall technical coherence, establishing one implementing team to avoid implementation in silos per agency. The programme will recruit a staff member reporting directly to the UN RC with the mandate to coordinate overall strategy and implantation. UN agencies to establish clear joint procedures and a joint costed work plan. Also to establish MoUs between UN agencies to define staffing, clear budget allocations and delivery responsibilities.	RC Secretariat PCT
Complex procedural requirements by the UN (procurement, reporting) surpass capacity of local implementing partners, undermining cost-effectiveness and/or organisations' ability to deliver	Complex UN procedural requirements for procurement, financial management and reporting can exceed the administrative and technical capacity of local implementing partners—leading to delayed procurement and payments, inflated transaction costs (due to hiring compliance consultants), inability of smaller NGOs to bid for or sustain contracts, diversion of frontline staff time to paperwork, weakened value-for-money, increased risk of non-compliance or audit findings, and ultimately reduced programme reach and sustainability; these effects are magnified where partners lack robust systems, face high staff turnover, or operate in remote districts.	3	4	Quarterly	Programme quarterly reports	UN agencies to establish clear joint procedures and ensure that these are as clear and streamlined as possible. This will involve engaging the CSRG on good practice principles for effective working with and through CSOs, including consultation on the capacity needs of local partners, and learning from the experiences of these organisations in meeting development partners' expectations.	NSC CSRG PCT
Grassroots/second tier organisations are unable to meet due diligence standards and cannot deliver basic assurances, leading to a number of potential risks (fiduciary, safeguarding, reputational) to be managed by the first tier partner	When grassroots or second-tier organisations cannot meet due diligence standards or provide basic assurances, programmes face heightened fiduciary, safeguarding and legal risks (misuse of funds, fraud, abuse or exploitation of beneficiaries), weakened accountability and auditability, interruptions in service delivery, reputational damage for donors and partners, exclusion of the most marginalised who rely on local actors, and increased transaction costs as larger partners absorb responsibilities.	4	3	Quarterly	Programme quarterly reports	Capacity building of grassroots organisations includes strengthening of core functions including financial management and safeguarding. First tier partners have robust procedures in place for early assessment and detection of risks, including due diligence and regular monitoring procedures.	PCT CSRG ORGs
Programme staff, partners or volunteers perpetrate sexual abuse, harassment or exploitation	Programme staff, partners or volunteers perpetrating sexual abuse, harassment or exploitation presents a severe safeguarding risk that can traumatise survivors, deter service-seeking, destroy community trust, provoke reputational damage and funding withdrawal, and expose implementing organisations and donors to legal and fiduciary liability; risk drivers include weak recruitment and vetting, low awareness of codes of conduct, power imbalances between staff and vulnerable beneficiaries, inadequate reporting channels, limited survivor-centred response capacity, and low enforcement of sanctions.	3	5	Quarterly	Programme quarterly reports	The programme will follow the principles set out in the Secretary-General's strategy to improve the United Nation's (UN) system-wide approach to preventing and responding to sexual exploitation and abuse (SEA). This will include clearly setting out the minimum safeguarding standards required for UN partners as a condition of their funding, and integrating assessment of safeguarding risk into routine monitoring of programmes and partners.	NSC PCT PCT
Programme fails to address, or even replicates unequal power structures, exacerbating exclusion of marginalised groups	If the programme fails to challenge or inadvertently replicates existing power hierarchies (based on gender, age, ethnicity, region, disability, sexual orientation or patronage networks), it will deepen exclusion of marginalised groups by privileging better-connected actors, concentrating services in politically favoured areas, reinforcing harmful gender norms, and limiting meaningful participation in design and decision-making; this reduces accessibility and relevance of services for the most vulnerable, weakens accountability and trust, skews monitoring data and resource allocation, and ultimately undermines equity, sustainability.	3	4	Quarterly	Quarterly Programme reports	Programme intervention design will be based on comprehensive social inclusion analysis and ensure that strategies and plans are in place to prevent or address social exclusion. Routine monitoring will have strong measures built in to assess partners' adherence to these strategies and plans.	NSC CSRG PCT PCT ORGs
Fiduciary risks							
UN and/or CSO partners do not comply with donor financial regulations	Non-compliance by UN agencies or CSO partners with donor financial regulations—due to weak financial systems, limited staff capacity, high turnover, remote operations, or complex donor rules—creates significant fiduciary, audit and reputational risks: delayed disbursements, funding suspension or repayment demands, reduced donor confidence, reputational damage for government partners, and diversion of resources to compliance remediation rather than service delivery. It can also exclude smaller grassroots actors from funding, concentrate implementation with fewer large partners, and weaken transparency and local ownership.	3	5	Quarterly	Quarterly Programme Reports	The United Nations Multi Partner Trust Fund Office (MPTFO) acting as the Administrative Agent that ensures UNDG approved standardized contracting and trustee services including the release of funds to the recipient UN Agencies, high quality financial and narrative reporting and the ability to manage multidonor contributions. A Fund Secretariat ensures support and services to the Fund's governance structure and to individual programmes and UN CTs, it also ensures accountable and compliant portfolio management as well as technical excellence, results monitoring and reporting, knowledge management and global advocacy and communications. CSOs capacity and compliance to contractual rules and financial regulations built and strengthened through	PCT
Second-tier partners expose first tier partners through fiduciary risk e.g. by having weak financial controls	Weak financial controls at second-tier partners (local intermediaries, smaller NGOs or CBOs) can expose first-tier partners to significant fiduciary risk by creating gaps in accountability, enabling misappropriation or poor record-keeping, delaying financial reporting and audits, triggering donor investigations, and ultimately jeopardising disbursements, reputations and programme continuity; risks are amplified by remote operations, limited bookkeeping capacity, cash-based transactions and high staff turnover.	3	4	Quarterly	Quarterly Programme Reports	First tier partners are subject to rigorous conditions of funding (as above) and are expected to ensure robust due diligence and monitoring (including audits and spot checks where required) of partners in order to ensure that the correct financial controls are in place and functional.	PCT
<b>Assumptions (if applicable):</b> Good will from the government, community acceptance and buy in as well as stable funding to ensure staff retention. Relative stability, no major political, economic, conflict, environmental and public health shocks radically change the operating environment. Government commitment to the programme remains relatively high.							

# Annex C: CSO Financial Engagement Report

Country/Regional Programme: Sierra Leone

Reporting Period: CUMULATIVE REPORT SINCE THE START OF IMPLEMENTATION UNTIL 31 DECEMBER 2025

Total budget for Civil Society Reference Group's (CSRG) workplan since programme start: \$15,000.00

Related Pillar	Donor	RUNO	Name of Civil Society Organisation (CSO)	Total Award Amount (USD)	CSO Geographic Level	Type of CSO	If Type is Constituency-led, Affiliation of Constituency-led CSO	Modality of Engagement	New or Existing CSO	% of Award as Core/ Institutional Support	Vulnerable or Marginalized Populations Supported	Award Sub - Granted or Contracted	% of award to Sub-Granted/ Contracted
B: Prevention	European Union	UNFPA	Restless Development	\$68,000.00	Local/ grassroots	Women's rights organisations		Implementing Partner (IP)	Existing	5.00%	Adolescent girls, Women and girls with disabilities, Rural and remote women and girls	No	
A: Laws & Policies, Data, and Institutions	UN agencies contribution	UNDP	Centre for Accountability and Rule of Law Sierra Leone (CARLSL)	\$54,449.00	Local/ grassroots	Women's rights organisations		Implementing Partner (IP)	Existing	6.00%	Elderly Women, Women and girls with disabilities, Rural and remote women and girls, Other marginalized groups relevant in national context	No	
B: Prevention	European Union	UNFPA	Social Enterprise and Development (SEND) Sierra Leone	\$88,848.17	Local/ grassroots	Women's rights organisations		Implementing Partner (IP)	Existing	7.00%	Adolescent girls, Women and girls with disabilities, Rural and remote women and girls	No	
B: Prevention	European Union	UNFPA	Happy Kids and Adolescent	\$45,000.00	Local/ grassroots	Woman-led, Women's rights organisations		Implementing Partner (IP)	Existing	7.00%	Adolescent girls, Women and girls with disabilities, Rural and remote women and girls	No	

# Annex D: Innovative, Promising or Good Practices

Title of the Innovative, Promising or Good Practice	Development of the GBVIMS+ Data Visualization Dashboard (Power BI) to Strengthen Evidence-Based GBV Programming
<p><b>Description of the good practice</b></p>	<p>Sierra Leone has taken a major step in strengthening gender-based violence (GBV) data systems through the development of a GBVIMS+ Power BI dashboard that transforms raw case management data into actionable insights for policy and programme decision-making.</p> <p>While Sierra Leone was among the first countries globally to deploy the GBV Information Management System (GBVIMS+) digital platform in a development context, the increasing volume of case management data created the need for stronger analytical tools to support government leadership in data use. To address this, the Programme developed a Power BI dashboard linked to the GBVIMS+ platform, enabling real-time visualization of GBV data, service access, and referral pathways across 15 districts. One additional district will be added in the next reporting period.</p> <p>The dashboard consolidates anonymized GBVIMS+ data into interactive visualizations that allow national and district-level stakeholders to identify service gaps, track patterns of violence, monitor case management performance, and strengthen evidence-based planning and resource allocation. This innovation directly contributes to Outcome A of the Programme, which focuses on strengthening data-driven and evidence-based policymaking and programming to eliminate violence against women and girls. Development of the dashboard began in 2025, with operationalization expected in March 2026, and continued refinement planned through 2026 as data quality improves and system users increase.</p>
<p><b>Objective of the practice:</b></p>	<p>To develop and operationalize a GBVIMS+ Power BI dashboard that strengthens the use of GBV case management data for:</p> <ul style="list-style-type: none"> <li>• Evidence-based planning and policy development</li> <li>• Improved monitoring of GBV trends and service delivery</li> <li>• Identification of geographic hotspots and service gaps</li> <li>• Strengthened government leadership in GBV data analysis and decision-making</li> </ul>
<p><b>Stakeholders involved:</b></p>	<p>The development of the dashboard was undertaken through collaboration between:</p> <ul style="list-style-type: none"> <li>• Ministry of Gender and Children’s Affairs</li> <li>• Ministry of Social Welfare</li> <li>• Ministry of Health</li> <li>• UN Agencies, including UNICEF and UNFPA</li> <li>• Civil Society Organizations providing GBV services</li> </ul> <p>Stakeholders contributed through technical consultations, validation workshops, and capacity-building sessions to ensure the dashboard responds to national reporting needs and strengthens government ownership of GBV data systems. Technical partners supported data structuring, visualization design, and</p>

	<p>system integration, while government counterparts participated in dashboard testing, validation, and training to support institutional uptake. Regular multi-stakeholder coordination ensures alignment of reporting needs, referral protocols, and government ownership. The dashboard is also designed to reflect data provided directly by service providers – both government and civil society organizations. A technical working group has also been established to guide the process. The programme recognizes the unique role of Rainbo initiative and continues to explore ways to highlight how to collectively harness the GBVIMS dashboard for service provision and advocacy.</p>
<p><b>What makes this an innovative, promising, or good practice?</b></p>	<p>The GBVIMS+ dashboard introduces a new approach to GBV data use in Sierra Leone by transforming complex case management datasets into accessible, real-time visual analytics for decision-makers.</p> <p>Key innovative features include:</p> <ul style="list-style-type: none"> <li>• Real-time visualization of GBV trends across districts</li> <li>• Interactive dashboards allowing users to filter data by age, sex, location, and type of violence</li> <li>• Automated aggregation of anonymized case management data</li> <li>• Enhanced ability for government stakeholders to monitor referral pathways and service access</li> </ul> <p>Previously, GBV data was primarily analyzed through static reports and manual data consolidation. The dashboard significantly reduces analysis time and improves accessibility of information for policymakers, enabling quicker responses to emerging protection concerns.</p>
<p><b>What challenges were encountered and how were they overcome?</b></p>	<p>Some challenges emerged during the development of the dashboard:</p> <p><b>Data quality limitations:</b> Incomplete or inconsistent data entry in GBVIMS+ affected the reliability of early dashboard outputs.</p> <ul style="list-style-type: none"> <li>• <b>Response:</b> More robust training for case workers from government and Civil Society as part of the national roll-out, regular data quality reviews and ongoing mentoring and technical support for system users.</li> </ul> <p><b>Limited capacity for advanced data analysis:</b> Some national stakeholders had limited experience using data visualization tools.</p> <ul style="list-style-type: none"> <li>• <b>Response:</b> Hands-on training workshops on dashboard use as part of the national rollout, development of simplified dashboard interfaces and ongoing technical mentoring.</li> </ul> <p><b>Transition from reporting culture to data-driven decision-making:</b> Some institutions (Government and Civil Society) were accustomed to static reports rather than interactive dashboards.</p> <ul style="list-style-type: none"> <li>• <b>Response:</b> Demonstration sessions with government leadership and integration of dashboard outputs into coordination meetings, advocacy platforms, and programme reviews.</li> </ul>
<p><b>Outputs and Impact:</b></p>	<p>Key results achieved to date include:</p> <ul style="list-style-type: none"> <li>• Development of the GBVIMS+ Power BI dashboard prototype</li> </ul>

	<ul style="list-style-type: none"> <li>• Integration of GBVIMS+ case management data into interactive visual dashboards</li> <li>• Capacity building for national stakeholders (Ministry of Gender and Children’s affairs, Ministry of Basic and Secondary School Education, CSOs, on data interpretation and use)</li> </ul> <p>Once fully operational, the dashboard is expected to:</p> <ul style="list-style-type: none"> <li>• Strengthen national monitoring of GBV trends</li> <li>• Improve evidence-based planning and resource allocation</li> <li>• Support identification of service gaps and geographic hotspots</li> <li>• Enhance government leadership in GBV data analysis</li> </ul> <p>In the longer term, the dashboard will contribute to stronger national GBV prevention and response systems by ensuring that data generated through GBVIMS+ informs policy, programming, and financing decisions.</p>
<p><b>Adaptability</b></p>	<p>The GBVIMS+ dashboard model can be adapted to strengthen data use across other protection and social service information systems. The dashboard architecture allows for flexible integration of additional datasets and indicators, making it suitable for broader applications beyond GBV case management. For example, the approach could be adapted to visualize data from related systems such as Child Protection Information Management System (CPIMS+) (this is being planned for integration), social welfare case management systems, or national referral mechanisms. This would enable governments to monitor trends in violence against children, child protection risks, and service delivery gaps in real time. In addition, the dashboard structure can be adapted to support national policy monitoring, including tracking progress on implementation of laws and policies addressing harmful practices such as child marriage and gender-based violence. By strengthening the culture of data use within government institutions, the dashboard provides a foundation for integrating data analytics into routine planning, coordination, and budgeting processes.</p>
<p><b>Replicability/Scale-Up</b></p>	<p>The GBVIMS+ dashboard model has strong potential for replication and scale-up within Sierra Leone (across 16 districts) and in other countries implementing GBVIMS+. Within Sierra Leone, the dashboard can be expanded to include additional districts, service providers, and datasets as GBVIMS+ coverage increases and data quality improves. At the regional and global level, the dashboard approach provides a practical model for strengthening data visualization and evidence-based decision making within GBV information management systems. Lessons learned from the Sierra Leone experience—including dashboard design, data governance protocols, and user training—can inform similar initiatives in other contexts where GBVIMS+ is being implemented. Through knowledge sharing with UN agencies, government counterparts, civil society and other partners, the Sierra Leone experience could contribute to global guidance on improving data use within GBV case management systems, supporting stronger monitoring of violence trends, service delivery, and resource allocation.</p>
<p><b>Sustainability</b></p>	<p>To ensure sustainability:</p> <ul style="list-style-type: none"> <li>• Technical knowledge on dashboard management is being transferred to national government counterparts, including Civil Society Organizations.</li> <li>• Training is being provided to national data focal points (Government of Sierra Leone and CSOs)</li> <li>• Integration of dashboard use into routine government coordination, and reporting processes will support long-term institutionalization.</li> </ul>

<p><b>Validated (for good practice only):</b> Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?</p>	<p>N/A</p>
<p><b>Additional details and contact information:</b> Are there any other details that are important to know about the innovative, promising, or good practice? <i>Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.</i></p>	<p>UNICEF has also established partnership with the Global Partnership for Education – Safe to Learn Technical Assistance Initiative. This partnership seeks to strengthen national GBV and child protection information systems (GBVIMS+ and CPIMS+ on the Primero platform), align with Safe to Learn standards, and improve data use for prevention and response. Furthermore, discussions have been initiated with the Ministry of Gender and Children’s Affairs to launch a comprehensive review of the national hotline (116 helpline) service against international standards. This process will examine performance, telecommunications coverage nationwide, and long-term hosting options - including cloud-based, hybrid, or on-premises models - to ensure the system can operate reliably on scale. Crucially, the review will assess interoperability with CPMIS+, GBVIMS+, and other national platforms, laying out the groundwork for a unified intake and referral architecture across child protection and GBV systems.</p> <p>For further information please contact Davin Lamin</p> <p>Email: <a href="mailto:dlamin@unicef.org">dlamin@unicef.org</a></p>
<p><b>Knowledge Product on the Innovative, Promising or Good Practice:</b></p>	<p>The Power BI dashboard will become operational in March 2026 while work on interoperability is ongoing and will be completed by the second quarter of 2026</p>

## Section B: Knowledge Production

Title of Knowledge Product	Product type(s)*	Brief Description & Purpose	Date completed/ published or expected to be	Link to Knowledge Product	Target Audience	Uptake of the knowledge product (Use this guide here)
<b>GBVIMS+ Dashboard</b>	<b>Tool</b>	An interactive data visualization dashboard that converts GBVIMS+ case management data into real-time analytical insights to support evidence-based planning, monitoring, and coordination of GBV services.	The Power BI dashboard will become operational in March 2026 while work on interoperability is ongoing and will be completed by the second quarter of 2026	<a href="#">Survivor Statistics - GBVIMS+ SL Dashboard - Power BI</a>	<b>Government Ministries, UN agencies, CSOs.</b>	

# Annex E: 2025 Costed Annual Workplan

Outcome/Output/Activity	Description	RUNO	2025		Delivery Modality		2025				Human Rights and Gender Equality Marker	
			EU contribution	Agency contributions	Delivery via CSOs	Delivery via Government	Q1	Q2	Q3	Q4		
<b>Outcome A</b>	<b>Evidence-based legislative and policy frameworks on all forms of violence against women and girls and harmful practices (HP) are in place, translated into National plans and implemented by institutions.</b>											
<b>Output A.1.</b>	<b>National and subnational partners, including district and chiefdom level, have strengthened evidence-based knowledge and capacities to assess and review legislations and regulatory frameworks on ending VAWG and gender equality.</b>											
Activity A.1.1.	Legal assessment of the GBV legal and regulatory frameworks effectiveness and efficiency, particularly the Domestic Violence Act, the Sexual Offences Act and other relevant acts identified, including through inclusive dialogues and consultations, to identify gaps and bottlenecks in effective implementation and ensure alignment with international standards.	UNDP	\$ 15,000	\$ -	\$ 15,000	\$ -		X	X	X		3
Activity A.1.2	Engage with the Parliamentary Female Caucus and Political Party Regulation Commission to raise awareness, transform norms and practices that contribute to GBV and THP and secure political consensus on the necessary reforms. This includes male engagement of stakeholders, parliamentarians, authorities, and other relevant actors in the MDAs.	UNDP	\$ 20,000	\$ -	\$ -	\$ 20,000		X	X	X		3
Activity A.1.3	Conduct a public inquiry to understand the gender norms and practices and their implications on the actualization and implementation of the rights of women and girls in Sierra Leone	UNDP	\$ 15,000	\$ -	\$ 15,000	\$ -			X	X		3
Activity A.1.4	Provide technical assistance to the Ministry of Gender and the Female Caucus and the Gender Parliamentary Committee to reformulate the identified legal frameworks, regulations, and statutory instruments.	UNDP	\$ 30,000	\$ 10,000	\$ -	\$ 40,000				X		3
Activity A.1.5	Support the development, implementation and dissemination of bylaws at the district and community level in preventing and protecting women and girls from GBV.	UNDP	\$ 30,000	\$ -	\$ 30,000	\$ -			X	X		3
Activity A.1.6	Support awareness raising, capacity building, and dissemination of the legal and regulatory frameworks and statutory instruments and the materials among public stakeholders, CSOs, and media to ensure legislative improvements translate into practical enforcement.	UNDP	\$ 20,000	\$ 25,000	\$ 45,000	\$ -			X			3
<b>Sub-Total Output A.1</b>			<b>\$ 130,000</b>	<b>\$ 35,000</b>	<b>\$ 105,000</b>	<b>\$ 60,000</b>						
<b>Output A.2.</b>	<b>National and subnational partners, including district and chiefdom level are better able to develop evidence-based and costed action plans on ending VAWG in line with international HR standards.</b>											
Activity A.2.1	Support the Ministry of Gender and Children Affairs (MoGCA) and other stakeholders in the participatory creation of the National Action Plan to eliminate VAWG and harmful practices, including FGM, which will feature M&E mechanisms and defined responsibilities. This NAP will also consider FGM in coordination with the UN, UNICEF and UNFPA	UNDP	\$ 10,000	\$ 10,000	\$ -	\$ 20,000		X	X	X		3
Activity A.2.2	Enhance the capacities and organisational and operational systems of the stakeholders on gender responsive planning and budgeting using the UNDP gender seals standards	UNDP	\$ 15,000	\$ 5,000	\$ -	\$ -						3
Activity A.2.3	Provide capacities and technical support to 3 Local Councils to adapt and implement the NAP into their District level Plans, including other assistance as needed	UNDP	\$ -	\$ -	\$ -	\$ -						
<b>Sub-Total Output A.2</b>			<b>\$ 25,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>						

<b>Output A.3.</b>		<b>National and subnational coordination mechanisms established at the highest level, institutions are strengthened, funded, based on evidence-based data, and incorporate multi-sectoral representation, including the most marginalised groups.</b>									
Activity A.3.1	Enable a GBV/IMS+ centralised data management system to support improved case management, as well as informed planning and resource allocation by government and other development partners. This will include developing confidentiality protocols and a user manual, orienting MOGCA, as well as other Ministries Departments and Agencies (MDAs), on how to access the system and produce analytical reports, and supporting them on these activities over time	UNICEF	\$ 70,000	\$ 1,000	\$ -	\$ 50,000	X	X	X	X	3
Activity A.3.2	Support the establishment of policy, and operational M&E tools and mechanisms regarding the regulation and policy implementation, tracking software (national level - support to MoGCA, MoSW, Internal Affairs, and other key Ministries)	UNDP	\$ -	\$ -	\$ -	\$ -					
Activity A.3.3	Facilitate stakeholder coordination: enhance coordination and collaboration among all responsible stakeholders, particularly supporting various GBV committees like the National Committee on GBV, Teenage Pregnancy Secretariat, Presidential Task Force on GBV, National Coordination Committee on GBV (NaC-GBV), and GBV Steering Committees.	UNDP	\$ 10,000	\$ -	\$ -	\$ 10,000		X	X	X	3
<b>Sub-Total Output A.3</b>			<b>\$ 80,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ 60,000</b>					
<b>M&amp;E, KM and Comms/advocacy Costs for Outcome A</b>											
M&E Costs	Support for field monitoring with GOSL partners	UNICEF	\$ -	\$ 3,000	\$ -	\$ -	X		X		3
	Recruitment of gender specialist consultant to support the implementation of the activities, ensuring compliance, quality and timeliness of implementation, supporting M&E, as well as alignment with international human rights.	UNDP	\$ 25,000	\$ -	\$ -	\$ 25,000		X	X	X	
KM Costs	Support for the documentation of results and good practices	UNICEF	\$ -	\$ 3,000	\$ -	\$ -	X		X		
Advocacy Costs	Support for development and dissemination of joint communication material (Agency funded)	UNICEF	\$ -	\$ 2,500	\$ -	\$ -	X		X		
	Advocacy, engagement and coordination with different stakeholders	UNDP	\$ 5,000		\$ 5,000	\$ -				X	
<b>Sub-Total Outcome A M&amp;E, KM and Comms/Advocacy Costs</b>			<b>\$ 30,000</b>	<b>\$ 8,500</b>	<b>\$ 5,000</b>	<b>\$ 25,000</b>					
<b>Total Outcome A</b>			<b>\$ 265,000</b>	<b>\$ 59,500</b>	<b>\$ 110,000</b>	<b>\$ 165,000</b>					

Gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices, including as a result of women's economic empowerment interventions											
<b>Output B.1. National evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education (CSE) for in and out of school settings</b>											
Activity B.1.1	Implement whole-school approach for enhancing awareness and responsiveness on SGBV in schools in 3 districts (100 schools per district) - including technical support for the delivery of results.	UNICEF	\$ 197,928	\$ 10,000	\$ -	\$ -	X	X	X		3
Activity B.1.2	Scale up positive parenting education program (adolescent curriculum) in and out of school, including technical support for the delivery of results	UNICEF	\$ 94,000	\$ 10,000	\$ -	\$ -	X	X	X		3
Activity B.1.3	Integrated safe spaces for women and girls. Establish multi-functional safe spaces as hubs for out of school girls to access life skills education, vocational training and SRHR information; and providing adult women with opportunities for economic empowerment through these spaces.	UNWOMEN	\$ 60,000	\$ -	\$ -	\$ -	X	X	X		3
Activity B.1.4	Strengthen CAHLS programmes and integration for in school youth and adolescents (including young women and girls, young men and boys) to promote SRHR, Life Skills, SRH Services and share information on referral pathways	UNFPA	\$ 125,000	\$ 7,000	\$ -	\$ -	X	X	X		3
Activity B.1.5	Establish 2 new Community Learning Centres, and strengthen 3 existing CLCs in target districts, to offer out-of-school CSE and life skills such as communication, negotiation, assertiveness, refusal and livelihood skills that will empower girls to prevent GBV/HP and improve access to SRHR	UNFPA	\$ 90,000	\$ 5,000	\$ -	\$ -	X	X	X	X	3
<b>Sub-Total Output B.1</b>			<b>\$ 566,928</b>	<b>\$ 32,000</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>Output B.2. Community advocacy platforms are established/strengthened to develop strategies and programmes, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls' sexuality and reproduction, self-esteem and transforming harmful masculinities - building critical mass supporters of change and champion dialogue challenging SGBV and discriminatory gender norms</b>											
Activity B.2.1.	Support People and Community-led dialogue and action for transformative change challenging social, cultural and gender norms around violence, including harmful practices (CM, FGM) and positive and transformative norms	UNICEF	\$ 150,000	\$ 1,000	\$ -	\$ -	X	X	X	X	3
Activity B.2.2.	Positive deviance programming approach (FGM) - 50%, co-led with UNFPA	UNICEF	\$ 32,000	\$ 1,000	\$ -	\$ -	X	X	X	X	3
Activity B.2.3	Provide support to male engagement programmes focused on increase positive masculinity and transform men and boys into community advocates to address GBV and serve as role models on issues around harmful practices and IPV	UNFPA	\$ 30,000.00	\$ 4,000	\$ -	\$ -			X	X	3
Activity B.2.4	Positive deviance programming approach (FGM) - co-led with UNICEF	UNFPA	\$ 30,000	\$ -	\$ -	\$ -	X	X	X	X	3
<b>Sub-Total Output B.2</b>			<b>\$ 242,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>Output B.3 Decision makers can advocate for implementation of legislation and policies on ending VAWG and protecting the rights of women and girls</b>											
Activity B.3.1	GBV SBCC strategy and multimedia campaign - including technical support	UNICEF	\$ 85,000	\$ 5,000	\$ -	\$ -	X	X			3
<b>Sub-Total Output B.3</b>			<b>\$ 85,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>M&amp;E, KM and Comms/advocacy Costs for Outcome B</b>											
M&E Costs	Support for field monitoring and assessments with partners from implementing agencies and to document results and good practices to support KM	UNICEF	\$ 15,000	\$ 15,000	\$ -	\$ -			X		3
KM Costs	Conduct scoping and piloting during the first year, supported by robust monitoring and evaluation systems to refine and scale interventions and use research findings to adapt programming and contribute to a global evidence base on effective GBV prevention strategies	UNICEF	\$ 71,531	\$ 10,000	\$ -	\$ -	X	X			3
Advocacy Costs	Support for advocacy initiatives, including engagement and coordination with different stakeholders (community groups, Government and other partners)	UNICEF	\$ 5,000	\$ 3,000	\$ -	\$ -					3
<b>Sub-Total Outcome B M&amp;E, KM and Comms/Advocacy Costs</b>			<b>\$ 91,531</b>	<b>\$ 38,000</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>Total Outcome B</b>			<b>\$ 985,459</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ -</b>					

Outcome C	Women and girls who experience violence and harmful practices use accessible and quality services including for long term recovery from violence.										
Output C.1.	Relevant government authorities at national and subnational level have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice.										
Activity C.1.1	Support district-level rollout of GBV/IMS+ for improved case management, referrals and followup, especially as relates to child survivors, including in the school environment; strengthen multisectoral pathways such as e- Referral Pathway and the 116 hotline.	UNICEF	\$ 40,000	\$ 9,000	\$ -	\$ 40,000	X	X	X		3
Activity C.1.2	At district level, support case management, referral pathways, and technical support for the scaleup of GBVIMS+, through mapping of response centre users, capacity building, and follow-up support; promote consistent application of terms and categories, such as survivor status indicators, and ensure data collected is valid and synthesized correctly.	UNFPA	\$ 100,000.00	\$ 11,000.00	\$ -	\$ -	X	X	X		3
Activity C.1.3	Support the creation of a userfriendly dashboard for visualizing consolidated information collected through GBVIMS+; expand system functionality based on user feedback and support improved interoperability across systems (i.e. between GBVIMS+ and e-RPW, the health registry, and CPIMS)	UNICEF	\$ 50,000	\$ 1,000	\$ -	\$ -	X	X	X		3
Activity C.1.4	Support the establishment and operationalization of a OSC in Falaba; and provide support for needed material supplies, and infrastructure and equipment upgrades for existing OSCs.	UNFPA	\$ 60,000.00	\$ 4,000.00	\$ -	\$ -			X	X	3
Activity C.1.5	Provide technical and financial support for strengthening and integration of GBV response services into the broader healthcare system at a health facility level through SOPs, guidelines, and tools. (Including integrating GBV/SRH care through existing mobile health clinics).	UNFPA	\$ 30,000	\$ 5,000	\$ -	\$ -			X	X	3
Activity C.1.6	Support for strengthening the capacity of the Sierra Leone Police Force and Judiciary of Child Justice as it relates to GBV through capacity development and services in a way that is sensitive to the needs of children- including children who are survivors and witnesses of crimes.	UNICEF	\$ 30,000	\$ 5,000	\$ -	\$ 30,000	X		X	X	3
Activity C.1.7	Support training for social workers, mental health counselors, and providers of psychosocial support on case management for sexual assault, rape, FGM, IPV, physical violence; partnering with universities and other professional training institutions to increase the pool of qualified professionals.	UNFPA	\$ 20,000.00	\$ 4,000.00	\$ -	\$ -	X		X	X	3
Activity C.1.8	Support pre-service and in-service training for healthcare providers including midwives, nurses, and medical practitioners on the clinical management of rape and FGM, Clinical Care for Sexual Assault Survivors, IPV, and physical violence.	UNFPA	\$ 25,000.00	\$ 4,000.00	\$ -	\$ -			X	X	3
Activity C.1.9	Build the capacity of key actors within the legal, police, and justice systems to improve the overall response to GBV, gender equity and human rights. Conduct tailored comprehensive training programs covering SOPs and its review, case management, and legal proceedings specifically to police, prosecutors, judges, and	UNDP	\$ 36,500	\$ 5,000	\$ 5,000	\$ 36,500			X	X	3
Activity C.1.10	Implement and strengthen case filing and management systems across courts and police departments, ensuring these practices are integrated into the curriculum of police and judiciary academies.	UNDP	\$ 45,000	\$ 10,000	\$ -	\$ 55,000			x	x	3
Activity C.1.11	Enhance the structures of SGBV and justice courts and systems to make them more conducive to handling GBV cases sensitively and efficiently. This includes the infrastructure, materials, equipment and other necessary resources in 3 districts, including establishing one GBV court in Falaba.	UNDP	\$ 35,000	\$ 10,000	\$ 45,000	\$ -			x	x	3
Activity C.1.12	Develop and support the implement a Witness Protection mechanism to safeguard vulnerable witnesses and victims during the judicial process	UNDP	\$ 15,000	\$ 10,000	\$ 25,000	\$ -				X	3
Activity C.1.13	Establish and operate mobile courts to enhance access to justice, especially in remote areas of 3 districts.	UNDP	\$ 45,000	\$ 5,000	\$ -	\$ 50,000			X	X	3
Activity C.1.14	Support police operations (transportation, fuel, other needs) in 3 districts, focusing on improving responses and infrastructure for GBV cases (FSUs spaces).	UNDP	\$ 40,000	\$ 5,000	\$ -	\$ 45,000				X	3
Activity C.1.15	A GBV specialist consultant to support the inception and implementation of response interventions	UNDP	\$ 40,000	\$ -	\$ -	\$ 40,000	X	X	X	X	3
<b>Sub-Total Output C.1</b>			<b>\$ 611,500</b>	<b>\$ 88,000</b>	<b>\$ 75,000</b>	<b>\$ 296,500</b>					

Output C.2.		Women and girls' survivors of violence and their families are informed of and can access quality services									
Activity C.2.1 :	Provide assistance to legal aid services in 3 districts to ensure that survivors and the most vulnerable populations, have access to justice and necessary support.	UNDP	\$ 10,000	\$ 10,000	\$ 20,000	\$ -			X	X	3
Activity C.2.2:	Conduct outreach and engagement at a community level within target districts to raise awareness of services, programs, and support mechanisms available to	UNFPA	\$ -	\$ -	\$ -	\$ -			X		3
<b>Sub-Total Output C.2</b>			<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>					
M&E, KM and Comms/advocacy Costs for Outcome C											
M&E Costs	Conduct research, assessments, monitoring, and evaluation of implemented activities, to ensure interventions adapt as needed and contribute toward the objectives of Spotlight.	UNFPA	\$ -	\$ -	\$ -	\$ -					3
	Recruitment of gender specialist consultant to support the implementation of the activities, ensuring compliance, quality and timeliness of implementation, supporting M&E, as well as alignment with international human rights.	UNDP	\$ 25,000	\$ -	\$ -	\$ 25,000		X	X	X	3
KM Costs	Knowledge creation and management on protection of women and girls from GBV	UNDP	\$ 5,000	\$ -	\$ -	\$ 5,000			X	X	3
Advocacy Costs	Engagement and advocacy regarding protection, justice and security for women and girls	UNDP	\$ 2,500	\$ -	\$ -	\$ 2,500				X	3
<b>Sub-Total Outcome C M&amp;E, KM and Comms/Advocacy Costs</b>			<b>\$ 32,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,500</b>					
<b>Total Outcome C</b>			<b>\$ 654,000</b>	<b>\$ 98,000</b>	<b>\$ 95,000</b>	<b>\$ 329,000</b>					

<b>Output D.1. Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, partner and advocate for GEWE and ending VAWG</b>											
Activity D.4.1.1	Provide technical and financial support to local and grassroots organisation to implement VAWG/HP advocacy strategies aligned with the Spotlight initiative Theory of Change	UN WOMEN	\$60,000	\$ -	\$60,000.00	\$ -				X	3
Activity D.4.1.2	Strengthen capacity of community based women's rights organisations/ groups on knowledge generation and sharing of best practices for advocacy on GEWE and ending harmful practices	UN WOMEN	\$13,000	\$ -	\$ -	\$ -			X	X	3
Activity D.4.1.3	Strengthen civil society capacity to meaningfully engage community led initiatives for the implementation, monitoring and reporting on gender transformative policies and legal frameworks including the GEWE act and policy	UN WOMEN	\$15,000	\$ -	\$15,000.00	\$ -		X	X	X	3
Activity D.4.1.4	Support to the Women's Movement to effectively engage on regional and global platforms including National Committee on GBV, community of Practices, Pre and CSW – particular representatives of grassroots organizations and of groups facing intersecting forms of discrimination	UN WOMEN	\$20,000	\$10,000	\$20,000.00	\$ -				X	3
Activity D.4.1.5	Develop a movement-building strategy	UN WOMEN	\$12,000	\$ -	\$ -	\$ -		X	X		3
<b>Sub-Total Output D.1</b>			<b>\$ 120,000</b>	<b>\$ 10,000</b>	<b>\$ 95,000</b>	<b>\$ -</b>					
<b>Output D.2. Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy.</b>											
Activity D.4.2.1	Strengthen CSOs coordination capacity and joint planning to promote effective engagements with MDAs, Community leaders and other key constituencies	UN WOMEN	\$7,500	\$ -	\$ -	\$ -		X	X	X	3
Activity D.4.2.2	Technical and logistical support to key events/ campaigns and joint communication for effective CSOs and women's movement advocacy on GEWE, ending VAW and Harmful practices	UN WOMEN	\$7,000	\$ -	\$ -	\$ -			X	X	3
Activity D.4.2.3	Provision of technical assistance to support Community of Practice (COP), Civil Society Organisations (CSOs) and GBV actors to promote evidence based advocacy on GBV issues and services	UN WOMEN	\$5,000	\$ -	\$ -	\$ -		X			3
Activity D.4.2.4	Technical support to marginalised community based women led and women's right organisations in networking and resource mobilisation	UN WOMEN	\$7,500	\$ -	\$ -	\$ -			X		3
Activity D.4.2.5	Strengthen capacities of organisation and networks working on advocacy to end FGM and other harmful practices	UN WOMEN	\$7,500	\$ -	\$30,000.00	\$ -		X			3
<b>Sub-Total Output D.2</b>			<b>\$ 34,500</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>					
<b>Output D.3 Women's rights, youth groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to jointly design, implement and monitor programmes on the effectiveness of ending VAWG/HP coordinating mechanisms at district and national levels.</b>											
Activity D.4.3.1	Advocate for and popularisation of laws and policies that protect the participation of women facing intersecting forms of discrimination including women with disabilities, women living with HIV and AIDS and women in the informal sector	UN WOMEN	\$10,000	\$ -	\$ -	\$ -		X	X	X	3
Activity D.4.3.2	Organise joint commemoration of international events and solidarity including strengthened capability to respond to emerging issues i.e around key events/campaigns	UN WOMEN	\$18,199	\$0	\$ -	\$ -	X	X		X	3
Activity D.4.3.3	Convene and strengthen platforms for the women facing intersecting forms of discrimination including networks for women with disabilities, network of women living with HIV, young women networks for effective engagement of broad range of stakeholders at national and sub-national level on GEWE and ending VAWG/HP	UNWOMEN	\$22,500	\$5,000	\$ -	\$ -		X			3
Activity D.4.3.4	Strengthen partnerships and networking opportunities between government, private sector and civil society ensuring that they are part of multi stakeholder advocacy on ending FGM	UN WOMEN	\$10,000	\$5,000	\$ -	\$ -		X	X	X	3
<b>Sub-Total Output D.3</b>			<b>\$ 60,699</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>					

M&E, KM and Comms/advocacy Costs for Outcome D											
M&E Costs	Support for field monitoring with partners	UN WOMEN	\$5,500	\$2,500	\$ -	\$ -	X	X	X	X	
KM Costs	Support for the development and documentation of results and best practices	UN WOMEN	\$10,000	\$2,000	\$ -	\$ -	X	X	X	X	
Advocacy cost	visibility	UN WOMEN	\$15,000	\$5,000	\$ -	\$ -	X	X	X	X	
CSNRG Budget	CSNRG Budget	UN WOMEN	\$15,000	\$ -	\$ -	\$ -	X	X	X	X	
<b>Sub-Total Outcome D M&amp;E, KM and Comms/Advocacy Costs</b>			<b>\$ 45,500</b>	<b>\$ 9,500</b>	<b>\$ -</b>	<b>\$ -</b>					

Total Programme Outcome Costs			\$ 2,165,158	\$ 268,000	\$ 330,000	\$ 494,000				
<b>Direct Coordination Costs (DCC)</b>										
DCC/Spotlight Coordination Team	Program Coordinator - P4 (RCO). The cost for the first year of implementation is adjusted to 8.5 months in line with the programme start date.	UNDP	\$ 191,881.00		\$ -	\$ -	X	X	X	X
DCC/Spotlight Coordination Team	M&E, Reporting, and KM Specialist - NOC (RCO). The cost for the first year of implementation is adjusted to 9 months in line with the programme start date.	UNDP	\$ 24,140.00		\$ -	\$ -	X	X	X	X
DCC/Spotlight Coordination Team	Advocacy and CSO Specialist NOB - (RCO). The cost for the first year of implementation is adjusted to 9 months in line with the programme start date.	UNDP	\$ 18,036.00		\$ -	\$ -	X	X	X	X
DCC/Spotlight Coordination Team	Operations Officer (finance, admin) NOB 50% of time on Spotlight Initiative (RCO). The cost for the first year of implementation is adjusted to 9 months in line with the programme start date.	UNDP	\$ 9,678.00		\$ -	\$ -	X	X	X	X
Coordination costs	Coordination costs (RCO led meetings, travel, governance) (RCO)	UNDP	\$ 21,239		\$ -	\$ -	X	X	X	X
Programme M&E	Evaluation (Mid term review and contribution to final evaluation) (RCO)	UNDP	\$ -	\$ -	\$ -	\$ -	X	X	X	X
	Monitoring (consolidation of inputs, data collection and reporting) (RCO)	UNDP	\$ 25,000		\$ -	\$ -	X	X	X	X
Advocacy / KM	Advocacy and KM activities / events (RCO)	UNDP	\$ 25,000		\$ -	\$ -	X	X	X	X
Operations	Agency focal point and operational support	UNWOMEN	\$ 24,048		\$ -	\$ -	X	X	X	X
	Agency focal point and operational support	UNFPA	\$ 19,183		\$ -	\$ -	X			
	Agency focal point and operational support	UNDP	\$ 24,048		\$ -	\$ -	X	X	X	X
	Agency focal point and operational support	UNICEF	\$ 24,048		\$ -	\$ -	X	X	X	X
Finance	Finance Specialist of the Representation Office to the European Union	UNFPA	\$ 4,865		\$ -	\$ -				
<b>Total Direct Coordination Costs</b>			<b>\$ 411,166</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>				
<b>Total Direct Programme Costs</b>			<b>\$ 2,576,324</b>	<b>\$ 268,000</b>	<b>\$ 330,000</b>	<b>\$ 494,000</b>				
<b>Indirect Costs (7%)</b>			<b>\$ 180,343</b>	<b>\$ 18,760</b>	<b>\$ 23,100</b>	<b>\$ 34,580</b>				
<b>Grand Total Costs</b>			<b>\$ 2,756,667</b>	<b>\$ 286,760</b>	<b>\$ 353,100</b>	<b>\$ 528,580</b>				