Spotlight Initiative
To eliminate violence against women and girls

Grenada

Annual Narrative Programme Report

Grenada Spotlight Initiative to End Violence Against Women and Girls

01 January 2021 – 31 December 2021

Initiated by the European Union and the United Nations:

Programme Title & Programme Number

Programme Title: Grenada Spotlight Initiative to End Violence Against Women and Girls

MPTF Office Project Reference Number:[1]
00119131

Recipient Organization(s)

UNICEF
UNDP
UN Women
PAHO/WHO

Programme Cost (US$)

Total Phase I approved budget as per the Spotlight CPD/RPD: 2,474,962 USD

Phase I and (where OSC approved) Phase II Spotlight funding:[2] 1,650,000 USD

Agency Contribution: 824,962 USD

Spotlight Funding and Agency Contribution by Agency:

Name of RUNO	Spotlight Phase I (+ II, where OSC approved) (USD)	UN Agency Contributions (USD)
UNICEF	206,479	259,700
UNDP	363,523	250,000
UN Women	707,788	217,962
WHO/PAHO	372,210	97,300
TOTAL: 2,474,962 USD		

Priority Regions/Areas/Localities for the Programme

Grenada, Carriacou and Petite Martinique

Key Partners

Government of Grenada
- Ministry of Social Development, Housing and Community Empowerment
- Attorney General's Office, Ministry of Legal Affairs
- Central Statistical Office, Ministry of Finance
- Royal Grenada Police Force
- Ministry of Education
- Ministry of Health
- Child Protection Authority

Women's Rights Organisations and other Civil Society Organisations

Programme Start and End Dates

Start Date:
01.01.2020

End Date:
31.12.2023

Report Submitted By: Didier Trebucq, UN Resident Coordinator, Barbados and the Eastern Caribbean

1 The Multi-Partner Trust Fund (MPTF) Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the MPTF Office GATEWAY.
2 The Spotlight Contribution refers to the amount transferred to the Recipient UN Organizations, which is available on the MPTF Office GATEWAY.

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Acronym List

AWP	Annual Work Plan
BNTF	Basic Needs Trust Fund
C4D	Communication for Development
CIWiL	Caribbean Institute of Women in Leadership
CPA	Child Protection Authority
CS-NRG	Civil Society National Reference Group
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
DGFA	Division of Gender and Family Affairs
ESP	Essential Services Package for Women and Girls Subjected to Violence
EUD	Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM
EVAWG	Ending Violence Against Women and Girls
F2F	Face-to-face
FV	Family Violence
GBV	Gender Based Violence
GBVU	Gender Based Violence Unit
GEPAP	Gender Equality Policy and Action Plan
GEWE	Gender Equality and Women's Empowerment
GGAG	Girl Guides Association of Grenada
GNOW	Grenada National Organisation of Women
GRB	Gender Responsive Budgeting
ICGFP	Inter-Ministerial Council of Gender Focal Points
ILO	International Labour Organisation
IPV	Intimate Partner Violence
LGBTIQ+	Lesbian, Gay, Bisexual, Transsexual, Intersex, Questioning plus other non-binary persons
LNOB	Leaving No One Behind
M&E	Monitoring and Evaluation
MOSDH&CE	Ministry of Social Development, Housing and Community Empowerment
MTA	Mid Term Evaluation
NGM	National Gender Machinery

NSC	National Steering Committee
OECS	Organisation of Eastern Caribbean States
PAHO/WHO	Pan-American Health Organisation/World Health Organisation
PCIU	Programme Coordination and Implementation Unit
PME	Participatory Monitoring and Evaluation
PPE	Personal Protective Equipment
RGPF	Royal Grenada Police Force
RUNO	Recipient United Nations Organisation
SBCC	Social and Behaviour Change Communication
SDGs	Sustainable Development Goals
SOPs	National GBV Standard Operating Procedures
SV	Sexual Violence
TAMCC	Theophilus Albert Marryshow Community College
TCOC	Technical Coherence and Operations Committee
ToC	Theory of Change
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNRC	United Nations Resident Coordinator
UNRCO	United Nations Resident Coordinator's Office
WROs	Women's Rights Organisations

Executive Summary

In 2021, the Grenada Spotlight Initiative made progress towards achieving its goal to "focus attention, coordinate human effort, and strategically utilize resources to accelerate progress towards reducing family violence and all forms of violence against women and girls in Grenada, Carriacou, and Petite Martinique". Despite the challenges, significant milestones were achieved, and several lessons were learnt, paving the way for more robust implementation and steadier progress to achieving results in the coming year.

The Programme was pleased to host the Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD) on November 25, 2021, to commemorate the start of the 16 Days of Activism against Gender Based Violence. A signature activity, *Spotlight on Results: Ending Family Violence*, was held to celebrate the EU-UN Partnership by providing an event for Recipient United Nations Organisations (RUNOs), government and civil society partners to showcase results achieved, partner engagement and political commitment to the Programme. It was a hybrid event, using both face-to-face (F2F) and online modalities, that received addresses from Hon. Delma Thomas, Minister for Social Development, Housing and Community Empowerment; Her Excellency Malgorzata Wasilewska, EU Ambassador; and Mr. Didier Trebucq, UN Resident Coordinator (UNRC). Members of Civil Society and the Women's movement also got the opportunity to meet and engage with the EUD following the main event. By choosing to spend November 25 in Grenada, the EUD brought national attention to ending violence against women and girls (EVAWG).

In the words of Her Excellency Malgorzata Wasilewska, "The results of the Spotlight Initiative Grenada Programme to date are promising." Progress was made in all pillars, preparing the pathway to achieving the expected impact that "*all women and girls, particularly those most vulnerable, live a life free of violence and harmful practices*." There was overt public discussion on the rights of gender based violence victims/survivors; survivor-centred services were provided, guided by the principles of the Essential Services Package (ESP); the Civil Society National Reference Group (CS-NRG) expanded to nine (9) members and was assured of participation in Joint Pillar Teams; and ten (10) civil society organisations (CSOs) were engaged to develop and provide long-term services and strengthen their capacity to engage in work on EVAWG.

By the end of 2021, the Cabinet's approval of the Standard Operating Procedures for Gender Based Violence for Grenada signaled strong national ownership of results. Further, the Ministry of Social Development, Housing and Community Empowerment (MOSDH&CE) was preparing a chapter that would define how duty bearers would be held accountable for the application of the draft Gender Based Violence Victims'/Survivors' Rights Policy for Grenada. It was also scaling up its National Parenting Programme, supporting retrofitting of spaces where services were provided to victims and survivors, and drafting a module for training public officers on gender equality. In addition, the Ministry of Education had embarked on introducing teachers, guidance

counsellors and principals to gender equality and age-appropriate sexuality education, in line with international standards, in the school curriculum, supporting the promotion of gender-equitable norms, attitudes and behaviors over time. Furthermore, the Attorney General's Chambers led the way to review the Laws related to ending violence against women and girls (EVAWG) from a gender lens, develop position papers and draft legislation to advance law reform. Spotlight will continue to maintain momentum in elevating the elimination of violence against women and girls to the top of the national political agenda.

The 2021 implementation period was affected by the continued challenges faced during the COVID-19 pandemic and the deep, long-standing deficit in institutional capacity which had affected CSOs and state institutions in Grenada for an extended period. While the Programme was not able to fully to implement some of the measures identified in the programme design and lessons learned during 2020 implementation, other measures were implemented, such as drafting a Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada. Going forward, the programme will take additional steps to address or mitigate the challenges.

The Grenada Spotlight Programme had embedded within its operational and technical infrastructure the principle of "Leaving No One Behind" (LNOB), the central transformative agenda item of the 2030 Sustainable Development Goals (SDGs). The fundamental changes in the legislative and policy agenda, including the SOPs, were most profound in aligning to this principle, and the related principles of human rights and universality. Additionally, the small grants funding programme reflected this

SUMMARY OF PILLAR-SPECIFIC RESULTS AND PROGRESS

1. **Law and Policy Reform:** Position Papers and Bills were drafted to advance law reform; a National Policy on the Rights of Victims and Survivors was drafted; and review of the Action Plan for the National Gender Equality Policy commenced.
2. **Strengthening institutions:** eighteen persons were trained in Gender Analysis and Mainstreaming for Development Professionals; research on the framework for the national and sub-national coordination mechanisms and the Gender Equality Commission started; and a module was developed and piloted to introduce GEWE and EVAWG to training institutions.
3. **Prevention:** it is estimated that over 70,000 persons were reached through activities of implementing partners, grantees and the PCIU; workshops were held to train facilitators for the Foundations and Batterer Intervention Programmes; and workshops with education professionals were conducted.
4. **Access to quality services:** victims and survivors received services at three enhanced facilities; The GBV Standard Operating Procedures Manual with Referral Pathways was approved by Cabinet; two-way video conferencing to support victim testimony during court sessions was established; and reference manuals were developed to support provision of legal education, entrepreneurship training, and referral services for victims and survivors.
5. **Access to quality data:** through training, stakeholders' capacities to gather, analyse and communicate data on violence against women and girls was increased; designing a data management system started; and the process for procuring equipment commenced.
6. **Women's Movement and Civil Society:** three small grants were disbursed, while two grantees completed implementation; five CSO representatives were sponsored to participate in the course "Gender Analysis and Mainstreaming for Development Professionals" with Government officials; an assessment of WROs and CSOs was conducted; and support was provided for the operations of the CS-NRG.

principle, by providing funding to assist small women's rights and civil society organisations, one of which was a group that serves the population of Lesbian, Gay, Bisexual, Transsexual, Intersex, Questioning, plus other non-binary persons (LGBTIQ+). Importantly, and in alignment with the LNOB principles, training for service providers on case management and crisis management had a special focus in accessibility for people with disabilities which included representatives from the agencies and service providers who received introductory training in sign language.

The Programme also drew attention to another SDG Principle: mainstreaming gender equality and women's empowerment (GEWE). For example, UN Agencies, Government partners and civil society worked along with the Programme Coordination and Implementation Unit (PCIU), under the UNRC's leadership, to develop Communication for Development (C4D) and Social and Behaviour Change Communication (SBCC) messaging which aim to address four harmful social norms and behaviours: 1) Men's sense of ownership/entitlement of women and girls and use of controlling behaviours over women and girls; 2) women's submission to men and an expectation of violence and abusive/controlling behaviour committed against them; 3) girls (adolescents/teenagers) who are victims of child sexual abuse face stigma and discrimination in society, including by State Institutions that provide health care and education, especially if they become pregnant and keep their pregnancy to term; and 4) normalising violence. The C4D/SBCC messaging would be utilised as activities planned to address harmful social norms get underway. In addition, efforts to support the participation of local women's rights and grassroots organisations to pursue activities aimed at eradicating violence against women and girls were increased.

The implementation of the Grenada Spotlight Initiative continuously drew on the principles of UN Reform and the One-UN approach. In this regard, RUNOs sought opportunities to work together to deliver as one. Though stymied by the separate administrative procedures for procurement and contracts, the RUNOS were finding creative ways to make the partnerships work. Examples include that UNICEF and PAHO, two of the RUNOs, established synergies with UNFPA, the Associated Agency, to implement activities in Pillars 3 and 4 where UNFPA provided technical assistance while the RUNOS provided administrative assistance; and UNDP and UNICEF established a partnership to complete the National GBV Victims/Survivors Rights Policy.

The programme's Theory of Change (ToC) and results matrix served as a primary framework for technical coherence and quality control activities. These were combined with the normative framework for GEWE and EVAWG. As such, government, civil society and community based partners and grantees were provided with copies of the results matrix and a collection of links to the applicable international Conventions, Declarations and Standards, as well as laws and policies in force in Grenada. Further, technical reviews of draft terms of reference, reports, policies and proposals were guided by the normative framework, ToC and results matrix. Quality control also included providing advice on the application of the communications and branding guidelines. When invited by the RUNOs, the Programme Team made presentations and held discussions with partners and consultants on technical coherence and quality control, especially during the onboarding phase. The Team was also invited by some RUNOs and partners to consider and advise

on specific issues during implementation. Regular knowledge sharing among RUNOs and partners was a responsive coordination strategy to increase coherence among activities implemented.

The Mid-Term Assessment (MTA) commenced in October 2021. Therefore, the Programme provided support to the team of consultants from *Hera* to host a briefing session with stakeholders. It also participated in the survey, interviews and site visits, and provided requested documentation and other information. The MTA process might have been affected by having the field mission conducted mainly online, with few site visits and F2F interaction, due to the COVID-19 spike that the country was experiencing at the time. It may have also been necessary as the Local MTA Expert was not in-country during the period of the fieldwork, but the MTA Team arranged to be supported by an assistant to mitigate the impact of this challenge. The MTA Report was expected during the first quarter of 2022.

A priority for 2022 would be securing adequate funding to ensure smooth continuation into 2023 and the implementation of strategic activities. The Programme remained committed to ensuring that it would deliver meaningful results for the people of Grenada, Carriacou and Petite Martinique, while contributing to the global goal of ending all forms of violence against women and girls.

Contextual Shifts and Implementation Status

The escalating infection rate of COVID-19 in 2021, economic vulnerability and inequality, and increasing public attention to gender based and family violence were the main shifts that affected the implementation of the Grenada Spotlight Programme in 2021.

COVID-19 Pandemic

The outbreak of the COVID-19 Pandemic in March 2020, served to create seismic shifts in the international and local context and environment in which the Grenada Spotlight Programme was being implemented. As of December 28, 2020, a total of 124 persons had been infected in Grenada. However, by December 28, 2021, the total number of cases rose to 6,181[3], an increase by 4,985%, most of which occurred from August to October, a period of about two months when the deadly Delta Variant was rampant globally. The number of COVID-related deaths increased from one (1) to 200 during the same period. The high rate of COVID-19 infections and the death toll in the small, close-knit Grenadian society, were accompanied by measures such as extended hours of curfew, closure of business operations, social distancing, reduced availability of public transportation, rising unemployment, illness, and worst of all, fear.

In delivering the Budget Speech to the Parliament of Grenada in November 2021, the Minister of Finance noted that the pandemic had threatened gains made in achieving gender equality, eradicating gender-based violence, strengthening families, and empowering women, especially as it related to reducing gender-based violence and sexual abuse of children.

The sharp increases from the middle of August 2021 resulted in a range of challenges for the implementation of the Grenada Spotlight Initiative to End Violence against Women and Girls, as the following:

1. Service-providers had to pause delivery of some of the long-term recovery services to clients, such as entrepreneurial training. However, primary and secondary responses continued, despite limitations and restrictions.
2. Partners were forced to halt/slow/reschedule implementation of some Programme activities, which had become necessary because of:
    a. Staff shortages due to illness, isolation following suspected exposure and lack of support services such as child-care and public transportation.
    b. Re-assignment of staff from programme implementation to meet changing demands and priorities, especially in the health and policing sectors.

3 Ministry of Health, Grenada

c. Uncertainty about availability of intended participants for capacity development activities and consultations, and the effectiveness of these activities, if they were held while the nation's focus was on the COVID response.

d. The school-based activities were further delayed as schools returned to online modality completely.

3. There was a general shift in national priorities, with many people, families and institutions primarily focused on safety, survival and COVID-19 response. The Programme was therefore mindful of this operating environment and respectful of people's need for time to assess their circumstances and respond accordingly.

In consultation with the RUNOS and the UNRCO, the Programme developed a COVID-19 Response Plan which identified the following measures that were implemented:

- Ongoing activities were reviewed to determine which should be paused, reformed or rescheduled;
- Use of online, radio, television and social media options was encouraged for activities targeting the public and large groups;
- The COVID-proof plans that were developed earlier in the year were applied;
- Partners, grantees, CS-NRG and team members were frequently reminded and supported to apply the necessary COVID-19 regulations and protocols, practice self-care, and have a system of care and support with family members and other loved ones, while maintaining their services and activities as best as possible;
- Messages from the MOSDH&CE's Psychological Services Unit were compiled and circulated;
- The need for Personal Protective Equipment (PPEs) by providers of essential services was reviewed. The partners revealed that they had a sufficient supply for their immediate use, but that additional supplies would be needed to replenish stocks. It was also found that the Programme was eclipsed by other providers, thus nullifying intentions to provide support in that area.

It was encouraging to learn that the application of the COVID-19 Response Guide for GBV Responders and the Guidance for Infection Control and Prevention for COVID-19 in Shelters allowed services to continue during the Pandemic. Importantly, despite exposure to the virus, there was no transmission among the staff and residents at Cedars Home, the only shelter for abused women and their children in Grenada. These two sets of guidelines, which were developed by the Programme in 2020, were shared with other government departments as good practices, such as the units that provide or monitor care for the elderly.

Economic vulnerability and inequality

Economic inequality between women and men contributes to family violence and is globally recognised by the Spotlight Initiative as one of the drivers of gender based violence. In particular, limited economic opportunities for women increase their vulnerability to discrimination, Intimate Partner Violence (IPV) and sexual exploitation. As explained in the Qualitative Report of the Women's Health and Life Experience Study (2018), in Grenada, men were often defined as the "economically superior group" (breadwinners/providers) which was then associated with men's exercise of power over women and girls, and women's and girls' submission to being controlled by men and boys. The existing economic inequalities were further exacerbated by COVID-19, thereby increasing the risks to poverty among women, and as a consequence making them more vulnerable to various forms of violence. It is therefore one of the critical factors to monitor and address.

Overall, the unemployment situation improved dramatically from 2020 to 2021, but remained worse for women than for men. The Labour Force Survey Reports showed that the unemployment rate dropped from 28.4% in the 2nd quarter, 2020, to 16.6% in the corresponding period in 2021. However, the unemployment rate disaggregated by sex showed a continuation of the trend that unemployment was higher for women than for men, with a marked difference among heads of households from 2019 to 2021.

LABOUR FORCE INDICATORS (2ND QUARTER)	2018	2019	2020	2021
UNEMPLOYMENT RATE (%)	**21.7**	**15.7**	**28.4**	**16.6**
Male	18.2	12.0	26.1	14.2
Female	25.3	20.0	30.6	19.5
UNEMPLOYMENT RATE BY HEAD OF HOUSEHOLD	**18.8**	**13.1**	**24.1**	**13.6**
Male	18.2	6.9	19.7	9.8
Female	19.6	23.7	30.6	19.2

Source: Labour Force Survey Results, Central Statistical Office, Grenada

The Grenadian economy traditionally relied heavily on the tourism sector, therefore the associated vulnerabilities and external shocks brought on by the pandemic affected Grenada significantly. A measure of this sector was the accommodation and food services industry which traditionally employed a larger number of women than men. In the second quarter of 2019, this industry employed 7.0% of all employed males and 13.5% of all employed females. However, by the second quarter of 2020, this fell to 3.0% for males and 9.1% for females, showing a drop in that sector's contribution to employment. These suggested that the global trend held true in Grenada, and

that women, who started from a base of lower economic empowerment than men, were more significantly affected by the economic downturn in the tourism sector.

Research also pointed to the presence of economic inequality in Grenada. The Survey of Living Conditions (2021) showed that households headed by women were more likely to be poor than households headed by men; that poor households had a higher dependency rate than nonpoor households; that the gap between the poor and the nonpoor had widened over the previous ten years; and that among the working poor, poverty levels were higher for individuals working in human health and social work activities. Examination of the Labour Force Survey Reports revealed that 88% of all the persons working in the human health and social work industry were women, and that unemployment among female heads of households was 19.2% compared with 9.6% among male heads of households in 2021.

Public attention to gender based and family violence

Sensitization about GBV in Grenada intensified during 2021, bringing greater public attention to the high number of incidents of intimate partner violence and non-partner sexual violence. Some of the sensitisation was the result of highly publicised incidents of intimate partner violence and judgements delivered to convicted offenders by the justice system. Specifically, a large segment of the population expressed dissatisfaction with the sentences handed down to convicted offenders of sexual crimes by the Magistrates' Court, especially fines and non-custodial sentences. In addition, the Police expressed concerns about the number of "domestic disputes" and sexual violence cases that had been reported. In 2021, the Police recorded approximately 1300 reports of domestic violence, of which about 640 were reports of IPV, an increase from just under 500 reports of IPV in 2020. Over 40% of the cases before the High Court were sexual offences.

The Programme added to keeping the issue in the public domain by issuing press releases, making appearances on radio and TV, releasing informational and promotional audio and video tapes, and circulating messages via social media on the importance of continuing to tackle violence against women and girls. Talk show hosts/managers occasionally contacted the Programme for updates and invited the Spotlight Team to participate in various programmes, which further contributed to raising awareness.

Emerging anecdotal evidence suggested that the issue of GBV had become an integral part of the daily narrative among the population, sparking public demands for change, as callers to radio and television programmes frequently spoke about the issues related to IPV and sexual violence (SV), including the need to improve responses by the policing and justice sectors. This, therefore, signalled a supportive environment for implementation of the Spotlight Programme, and was a likely contributor to reducing the levels of tolerance for impunity and building confidence for reporting such cases.

Emboldened by the growing wave of public intolerance for VAWG, the UN Agencies, the EU and the local partners remained committed and pressed ahead with implementation of the programme, and implementation of the Grenada Spotlight programme was largely on track. It was delivering results, working through and even overcoming challenges and constraints, and making significant progress on most of the milestones along the path to achieving the final outcomes.

Implementation progress by outcome area

Spotlight Initiative - Outcome Areas	Implementation Progress as of 31 Dec, 2021
Outcome 1: Legal and Policy Framework	39.50%
Outcome 2: Institutions	83.12%
Outcome 3: Prevention and Norm Change	73.27%
Outcome 4: Quality Services	76.37%
Outcome 5: Data	56.35%
Outcome 6: Women's Movement	36.91%
TOTAL	**65.84%**

Note: The implementation progress was measured based on the total expenditure, commitments and other allocations reported in the 2022 Annual Workplan. "Other allocations" referred to funds that were assigned to existing partner or grantee agreements, but not counted as commitments.

By the end of 2021, Pillars 2, 3 and 4 showed that implementation progress was on track, but Pillars 1 and 6 experienced setbacks. In relation to Pillar 1, the first Legal Advisor engaged was unable to continue the consultancy which led to a temporary reduction in the delivery rate. A new Legal Advisor was later recruited. The relatively low implementation progress in Pillar 6 was because several of the grantees had delays in submitting their reports, and they negotiated extensions to their agreements. Further, some of the calls for consultants and grantees did not result in agreements while the contracts with one of the consultants had to be terminated. The calls for consultants and grantees were revised and re-circulated, as necessary, and new arrangements were being made to replace the consultancy that was terminated. By mid-2022, all Pillars were expected to show increased implementation.

Programme Governance and Coordination

The governance structure of the Grenada Spotlight Initiative included the National Steering Committee, the Technical Coherence and Operations Committee, the Civil Society National Reference Group, and the Inter-Ministerial Council of Gender Focal Points in Grenada.

a) National Steering Committee

The overarching responsibility of the National Steering Committee was providing strategic guidance, fiduciary and management oversight and coordination of the Grenada Spotlight Initiative to End Violence Against Women and Girls.

- In 2021, the National Steering Committee continued to be co-chaired by:
- Mr. Didier Trebucq, UN Resident Coordinator, Barbados and the Eastern Caribbean
- Hon. Delma Thomas, Minister for Social Development, Housing and Community Empowerment

There was one change in membership of the NSC in 2021, as during the second quarter, UNDP Barbados and the Eastern Caribbean welcomed a new Resident Representative, Valerie Cliff, who replaced Ugo Blanco, Resident Representative a.i. on the NSC. Therefore, from the second quarter, the members of the Grenada NSC were:

- Felipe de la Mota, European Union Delegation to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM
- Lisa Telesford, Attorney General's Chambers, Ministry of Legal Affairs, Government of Grenada
- Nester Edwards, Ministry of Health, Government of Grenada
- Jacqueline Lorice Pascal, Division of Gender and Family Affairs, Ministry of Social Development, Housing and Community Empowerment (National Machinery for Gender Equality and Women's Empowerment), Government of Grenada
- Shakey Cornwall, Civil Society National Reference Group
- Kerlin Charles, Civil Society National Reference Group
- Tonni Brodber, Representative, UN Women Multi-Country Office – Caribbean
- Valerie Cliff, Resident Representative, UNDP
- Aloys Kamuragiye, Representative, UNICEF
- Yitades Gebre, Representative, PAHO

The NSC held two (2) meetings during the period. The first was held on February 21, when it considered and approved the 2021 Annual Work Plan and gave direction for the key information to be included in the 2020 Annual Report. The Meeting noted that implementation had been accelerated and that the Programme's delivery rate was close to the threshold for applying for the second tranche of funds. The second meeting was held on September 2. The Meeting approved the 2020 Annual Report. It reviewed progress made considering COVID-19 and urged for further acceleration of activities that would produce meaningful results. Through these meetings, the NSC fulfilled its main task of guiding and overseeing the implementation of the Spotlight Country Programme.

b) Civil Society National Reference Group (CS-NRG)

The Civil Society National Reference Group (CS-NRG) was launched with four members on September 30, 2020, as an integral and working component of the governance of the Grenada Spotlight Programme. In 2021, following a call for additional members and a selection process, six additional members were added to the NRG. An Induction Session was held on March 10 to introduce the members to each other, the UNRC and the Programme Team from the Programme Coordination and Implementation Unit (PCIU) and RUNOs. They were also given an orientation to the Programme, the roles and responsibilities of the CS-NRG and the Code of Conduct for members. One member resigned in July, indicating that she was experiencing increased pressures of work and studies.

By the end of 2021, the CS-NRG was comprised of nine members, eight women and one man, serving in their individual capacity. The membership of the CS-NRG consisted of persons with experience in working with female victims and survivors of violence, women's rights organisations, youth and adolescents, persons living with HIV, persons engaged in the sex industry, persons living with disabilities, men and boys affected by violence and LGBTQI, marginalized and vulnerable groups and the creative industries. The diversity of the CS-NRG brought benefit to the Programme due to better scoping, feedback, and implementation of the LNOB principle, as well as improving its reach, responsiveness, and accountability to rights-holders.

Five (5) meetings were held during the period. On January 11, the meeting facilitated preliminary discussions on the strategy for implementing Pillar 6 and discussed the formulation of its Workplan. On April 7, the NRG discussed its workplan and appointed representatives and alternates to the Joint Pillar Teams, NSC and Technical Coherence and Operations Committee (TCOC). On May 19, the NRG elected a treasurer and made plans to hold a retreat. At its fourth meeting on June 9, the NRG received updates from Pillar representatives on meetings attended and reviewed the CSO engagement strategy. Its final meeting for the year was held on October 14, when it received a presentation from the Knowledge Product Consultant under Pillar 6 regarding the development of knowledge products and was introduced to other consultancies that related directly to the

strengthening of the women's rights organisations (WROs) and CSOs. The CS-NRG members also maintained communication with each other via a group chat.

In addition to these meetings, the CS-NRG held a retreat on June 19, 2021, where it held discussions on the context for addressing GEWE and EVAWG and gave extensive consideration to its work plan. While the work plan remained in draft form, it included the following objectives:

- Women's organizations and civil society have resources to scale up prevention campaigns including 16 Days of Activism to End Violence against Women and Girls (advancing objectives under Pillar 3)
- Government understanding of the dynamics and dimensions of family violence are translated into sector specific programmes in relevant ministries (advancing objectives under Pillar 2)
- Underserved communities such as persons living with disabilities, HIV and the LGBTQI population, and migrant populations have increased capacity to use and engage on social media platforms (advancing the LNOB principle)
- Shadow Report on civil society engagement prepared (contributing to holding the Programme accountable for the cross-cutting objective of CSO engagement and participation)
- Directory of grassroot organizations compiled to expand the reach of the programme to community-based organisations and grassroot women's groups that were not yet included (advancing objectives under Pillar 6)
- CSOs capacity building undertaken (advancing objectives under Pillar 6)

The AWP for the programme included a budget to support the operations of the CS-NRG, but it was not utilised in 2021. During the last quarter of 2021, the Programme received guidance from the Secretariat on the compensation of Civil Society Reference Group members. The Programme considered the guidance and would take action to institute it from 2022 based on implementation of tasks in the CS-NRG Workplan, when approved.

The CS-NRG was an invaluable source of insights and support for the programme. However, multiple challenges confronted the group and limited its ability to be more effective, mainly:

- Time for members to advance or complete tasks, as most of its members were volunteers in more than one CSO and had full-time commitments to paid jobs and/or consultancies
- The challenges and constraints posed by COVID-19
- The lack of clarity in their roles, responsibilities, and methods of engagement

- Their silence during discussions at the TCOC and NSC levels. Their silence could be attributed to the personal capacity or confidence of the representatives to intervene on the issues, as well as a symptom of the virtual fatigue suffered by many of the CSO leaders during the COVID-19 period.

It must be noted that the members were expected to operate in the CS-NRG in their individual capacity, while many were directly engaged as staff or consultants with CSOs or government entities involved in implementing activities as grantees and partners. Because of the size of the civil society community, it was not practical to consider recruiting people who were not part of implementation, but who had the interest to become members of the CS-NRG. Therefore, the Programme started to explore whether the structure of the CS-NRG could be changed to allow members to represent the organisations to which they belong, thereby removing the artificial and sometimes uncomfortable distinction between service in their individual capacity as against their obligations to the organisations to which they belong. The EUD has expressed support for pursuing this option.

Despite the challenges noted, the regular meetings held between the CS-NRG and the PCIU ensured that the 2021 activities remained relevant to meeting the needs of the women's movement and other CSOs in the current context.

c) Inter-agency coordination, technical committees and other governance mechanisms

Inter-Agency coordination was deepened in 2021 by building on four mechanisms:

- Technical Coherence and Operations Committee (TCOC)
- Inter-Ministerial Council of Gender Focal Points
- Joint Pillar Teams
- RUNO Meetings

The Country Programme Document (CPD) established that each of the Six Pillars would be led by a RUNO. Five of the Pillars were supported by another RUNO, and two Pillars received further support from the Associated Agency as follows:

- Pillar 1: Legislative and Policy Frameworks: led by UNICEF and supported by UNDP
- Pillar 2: Strengthening Institutions: led by UNDP and supported by UN Women
- Pillar 3: Prevention and Social Norms: led by UN Women, and supported by UNICEF with the Associated Agency, UNFPA

- Pillar 4: Delivery of Quality, Essential Services: led by PAHO, and supported by UN Women with the Associated Agency, UNFPA
- Pillar 5: Data Availability and Capacities: led by UNDP
- Pillar 6: Supporting the Women's Movement and CSO: led by UN Women and supported by UNDP

In addition to the lead and support roles for the Pillars identified above, UN Women was the Technical Coherence Lead for the entire programme, and also hosted and managed the Programme Coordination and Implementation Unit (PCIU). In this regard, the Representative for UN Women provided technical guidance to the PCIU, while it functioned under the overall responsibility and guidance of the UNRC.

Each RUNO and Associated Agency identified an Agency Focal Point who was the Technical Lead for programme activities and the main point of contact for each UN Agency. UNICEF and PAHO/WHO also identified other personnel who provided direct technical support for implementation.

The PCIU provided strong support to all RUNOs in programme implementation, including in ensuring technical coherence. The PCIU also coordinated communications, monitoring & evaluation, and knowledge management efforts of the Spotlight Initiative.

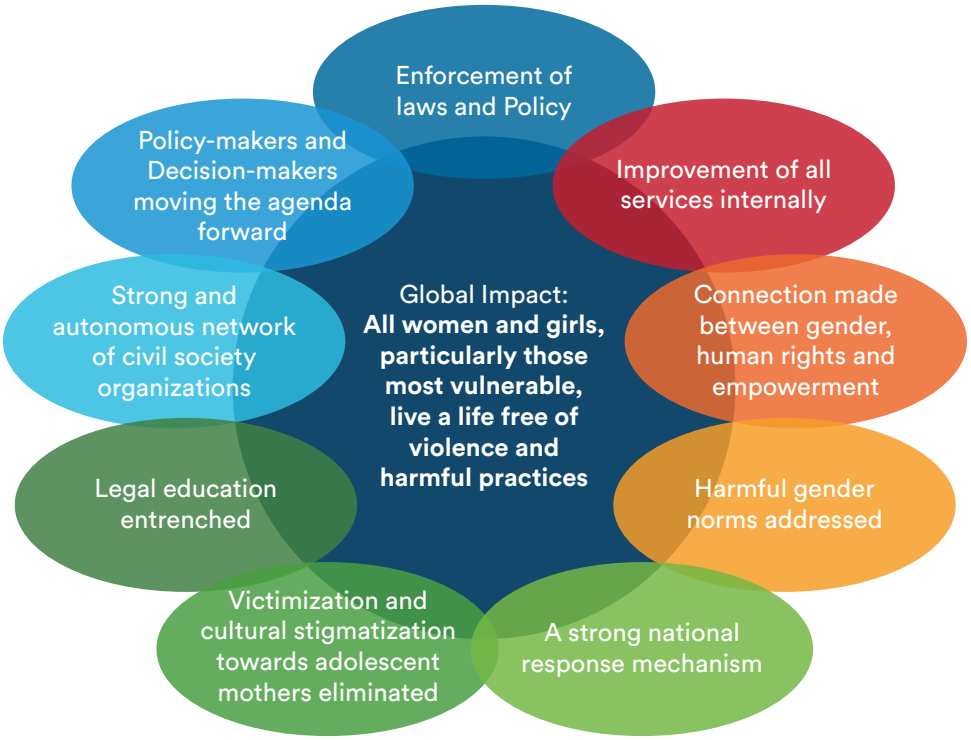
The Programme also operated and participated in Communities of Learning to establish linkages among stakeholders in Grenada, and with the other Programmes in the region and globally.

Technical Coherence and Operations Committee

The Technical Coherence and Operations Committee is a mechanism to support both the National Steering Committee and the PCIU with thematic and operational guidance in line with Spotlight outputs. The TCOC was co-chaired by the Representative of UN Women MCO-Caribbean and the Permanent Secretary, MOSDH&CE. The other members of the TCOC were the Spotlight Technical Lead from each RUNO, their counterpart Pillar Leads from Grenada (Pillars 1-5 from Government and Pillar 6 being the Chairperson of the CS-NRG), another CS-NRG representative, a representative from the UN Associated Agency, the UNRCO and the EUD.

Three meetings were held in 2021. The first was on January 28, which received updates on progress towards the target of attaining a 70-80% delivery rate by January 31, 2021. At its second meeting held on March 25, the TCOC approved the results framework, comprised of thirteen outcome indicators and thirty-four output indicators. The third meeting, held on June 11, granted approval for the communications plans and guidelines, received updates by Pillars on accomplishments, challenges etc. At the third meeting, a discussion was held on "Converting Vision and Commitment into Action Results," which led to the identification of nine results that should be sustained to at least ten years after the Programme ends. Stemming from this, the following chart was developed

to communicate the vision for the Programme in Grenada, and motivate the Grenada Spotlight Community to focus on achieving sustainable results.



The TCOC continues to be an important space for receiving detailed updates among Pillars, identifying ways in which the activities from one Pillar could complement each other, identifying shared bottlenecks and discussing solutions.

Inter-Ministerial Council of Gender Focal Points (Government Reference Group)

During the design of the Programme, the Government of Grenada requested a role for the Inter-Ministerial Council of Gender Focal Points as the Government Reference Group, noting that it would also foster a whole-of Government approach to EVAWG and GEWE. This was agreed to in the CPD. During 2021, however, only one meeting was held with the Council in this role, on March 11. One of the challenges was the transitions within the MOSDH&CE, which had the Post of Senior Programme Officer (Acting) vacant for several months. The holder of this Post is the Head of the National Gender Machinery (NGM) and serves as the Chairperson of the Council. Another challenge was that the Pandemic disrupted the operations of all Government Ministries, as it did to the entire society. Therefore, some Gender Focal Points operated from home, some on shift and others with adjusted roles. The opportunities and modalities for maintaining their engagement was consequently disrupted. An effort will be made to increase the number of meetings in 2022, especially in line with Phase II implementation, if approved.

The Gender Focal Points were engaged throughout programme delivery, mainly in consultations, as direct beneficiaries of training activities and as main contact points for inter-Ministerial action and communication. The Programme would advocate for and support the re-engagement and regular functioning of this Council, particularly in its role as the Government Reference Group.

Joint Pillar Teams

In order to strengthen collaboration and synergies within the Pillars, six Joint Pillar Teams were formed. Each Joint Pillar Team was co-chaired by the Technical Focal Point from the Lead RUNO and the counterpart Pillar Lead from Grenada. The members were representatives from the supporting RUNOs, Associate Agency, key stakeholders from the Government and civil society organisations in Grenada and the CS-NRG, as well as the Programme Coordinator, who also performed the role of Technical Coherence Specialist. The PCIU supported the coordination of the Joint Pillar Teams.

The Teams met from time to time during the year to discuss progress being made and gaps observed. The members also shared plans and strategies for upcoming activities. Through this mechanism, partners were reminded about the outputs, outcomes and selected indicators, and discussions were held on how the activities were contributing to the milestones and targets. In 2021, through discussions in a Team meeting for Pillar 3, it was recognised that the prevention messaging was not clear, consistent nor cohesive. In response, a sub-committee was established to develop messaging for the C4D and SBCC activities that would be held. New messages on preventing violence against women and girls were drafted, identifying the type of violence, the main problem, the harmful behaviour to be confronted, other issues associated with the problem, the change we want to see, and the target groups. The subsequent Team meeting then reviewed and adopted the new material to be applied to activities, such as campaigns.

Joint Pillar Teams provided the space to implement participatory monitoring and evaluation, and advanced collaboration among partners within each Pillar. The Programme would seek to regularise the schedule of meetings in the coming year to capitalise on the potential that it offers for comprehensive programming.

RUNO Meetings

During 2021, the Programme started to hold meetings of the RUNOs and PCIU. These periodic meetings allowed detailed technical discussions to be held between TCOC meetings, including reviewing documents such as the Communications Plan, the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative, the COVID-19 Response Plan 2021, and an Acceleration Plan to complete the first phase of the Programme. RUNOs also shared examples of strategies that worked and challenges they were facing as they engaged with partners. Attempts were made to synchronise activities, such as by completing the assessment of CSOs undertaken by UNDP before UN Women commenced the

capacity development activities. The RUNO Meetings were also useful occasions to discuss the status of attainment of results and consider important notices from the Spotlight Secretariat.

Spotlight Communities of Learning

The Programme continued to engage the Grenada Spotlight Community, which is an informal and evolving concept comprised of everyone involved in the implementation of the Programme, whether from UN, Government or civil society. Four activities were held with the Community to provide opportunities for everyone to be engaged on matters of the Programme periodically.

On May 8, 2022, a Consultation with the Grenada Spotlight Community on the 2020 Annual Report was held. The Consultation received remarks from the Head of Development Cooperation, Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/ CARIFORUM; the Minister for Social Development, Housing and Community Empowerment; and the Senior Development Coordination Officer, Strategic Planner and Team Leader, Office of the UNRC. RUNO Technical Leads, Grenada Pillar Leads and the Programme Team provided the participants with a summary of the 2020 Annual Report, and participants from Government and civil society commented on it, sharing further insights and experiences. The Community then discussed the next steps and way forward for the Programme. Amendments were made to the report as a result of this activity. This consultation was described as a validation exercise which allowed the Programme to be accountable to the Community for the activities and results of 2021.

The second activity with the Grenada Spotlight Community was a Learning Session held on July 8, on the topic "*The Women's Movement and Civil Society Engagement in Grenada Spotlight Initiative*'. The objective of the session was to mobilize and motivate WROs and CSOs, including grassroots organizations, to apply for grant funding and participate in the implementation of the Spotlight Initiative. Thirty-seven persons attended this activity, representing over twelve organizations locally. Participants from the Caribbean and Global community also attended, including the EUD.

The third activity was a Briefing Session on the Mid-Term Assessment held on October 27, 2021. At that activity, the consultants from *Hera* explained the purpose and process of the MTA and received feedback on the proposed schedule and participants. These deliberations were followed by a discussion on the proposed activities for commemorating the 16 Days of Activism.

The last main activity for 2021 that engaged the Grenada Spotlight Community was a celebratory event, held on November 25, *Spotlight on Results: Ending Family Violence*. It was an opportunity for the Community to give account to the EUD, to each other, and to the nation and beyond. This hybrid activity was streamed live on local channels and social media, and the recording was made available online.

The Grenada Programme continued its participation in the Spotlight Communities of Learning within the Caribbean and globally. These communities provided opportunity for the exchange of

views on policy and implementation issues. They also facilitated the sharing of strategies, good practices and solutions to similar problems.

Regarding participation at Global Spotlight Learning Sessions, the Programme contributed to two Learning Sessions during the year. Tyrone Buckmire, Director of a CSO, the Legal Aid and Counselling Clinic, contributed to the Learning Sprint on the theme *Embracing Healthy Masculinities for the Prevention of Violence Against Women and Girls*. He shared the experience of his organisation on the implementation of the Batterers Intervention Programme locally known as Man-to-Man. In addition, Elaine Henry-McQueen, Programme Coordinator, contributed to the Learning Session on *Participatory Monitoring and Evaluation*.

At the Regional level, the Programme Coordinator served as a member of the Technical Committee for the Regional Spotlight Initiative and the Chairperson of the Grenada CS-NRG was a member of the Regional Civil Society Reference Group. In addition, monthly meetings were held among the Coordinators and Technical Personnel of the seven Programmes that were part of the Caribbean Region. Participation in these activities helped to create synergies among the Programmes in the region, such as sharing of experiences on coping with the serious challenges posed by the COVID-19 Pandemic, providing moral support to colleagues in Haiti affected by the earthquake and security risks, discussing experiences in participatory monitoring and evaluation, and alerting each other of communication from the Secretariat.

d) Use of UN Reform inter-agency tools

In keeping with the UN Development System Reform and the MCO Review, the UNRCO continued to place greater emphasis on delivering as one to better maximize efficiencies and strengthen coherence through the delivery of the Spotlight – Grenada. This has resulted in reduced transaction costs to Government and national CSO partners and allowed greater national ownership and participation in the programme. The SDG Programme Team (SDG-PT) remained the main strategic programmatic coordination structure of the United Nations Sub-Regional Team for ensuring programming coherence and has supported periodic reviews of the project in the past year. The UNRC is the chair of the SDG Programme Team and he has identified a dedicated UNRCO Focal Point to lend support to implementation of the Spotlight Programme. There has been frequent M&E exchanges between the UNRCO Data Officer and the Project M&E Consultant. There has been joint participation on the quarterly programme review and for quality assurance reviews. Routine reviews are coordinated by the UNRCO, with support from UN Women. Additionally, several implementing partners and stakeholders participated in the United Nations Multi-Country Sustainable Development Cooperation Framework end of cycle review and shared feedback and lessons learnt on strengthening the programme.

Programme Partnerships

"***If you want to go fast, go alone. If you want to go far, go together.***"

During 2021, this African adage became evident. Partnerships are critical for the success of the Grenada Spotlight Initiative, because through partnerships, the Programme would be able to utilise the comprehensive approach to prevention and response to VAWG that was envisioned. Partnerships are necessary in order to confront wicked problems such as family violence in an effective and sustainable manner. However, building and maintaining meaningful partnerships require time and effort that were not always readily available while implementing a time-sensitive and results-oriented Programme such as this. Therefore, each UN Agency, Government and CSO partner was required to balance the time and space for building partnerships with the demands for reaching delivery rate and results targets. As a result, throughout 2021, the Programme fostered partnerships among the main actors, and with other stakeholders and programmes.

a) Government

The Government of Grenada declared its commitment to the ideals GEWE during the presentation of the Throne Speech by the Governor General, Dame Cecile La Grenade, when she said:

> "Gender inclusivity and protection of our children from neglect and abuse will continue to be a priority of my Government in the coming year. In this context, my Government is piloting a programme to mainstream gender considerations into the 2022 Budget, including assessment of the impact of public spending on men and women with a view to improving gender equality."

The Prime Minister of Grenada, Dr the Right Honourable Keith Mitchell, attended a Graduation Ceremony for the participants in a programme called "From Boys to Men: The Journey to Manhood". This programme was developed by the MOSDH&CE to provide boys and young men with essential skills to navigate conflictual situations, facilitate capacity to reframe negative responses, reduce the number of young men entering the court system and build community resilience.

Further, in presenting the 2022 National Budget to the House of Parliament held on November 26, 2021, the Minister of Finance, Honourable Gregory Bowen, reiterated the Government's commitment to achieving gender equality and the empowerment of all women and girls and announced that it would implement gender mainstreaming, introduce gender budgeting, and require reporting on the gender impact of various initiatives. In speaking about the Grenada Spotlight Initiative, the Minister said,

> "This initiative will contribute to the full implementation of Grenada's Gender Equality Policy and Action Plan, and strengthen interventions to combat family violence."

The Minister for Social Development, Housing and Community Empowerment, Hon. Delma Thomas, remained the lead minister partnering with the Grenada Spotlight Initiative. That Ministry led Pillars 2, 3 and 4. The main Division that led implementation was the Division of Gender and Family Affairs (DGFA), in its capacity as the National Gender Machinery. Within the DGFA, different Units continued to lead specific actions – the Gender-Based Violence Unit (GBVU) led Pillar 4, while the Parenting Unit led actions within Pillar 3.

Other ministries and government departments continued to be engaged. The Office of the Attorney General continued to move the law reform process along, and the Attorney General herself participated in a Joint Pillar Team Meeting for Pillar 1 to discuss the priorities with stakeholders. The Central Statistical Office within the Ministry of Finance was integrally involved in leading and executing Pillar 5 activities.

Building the partnership with the Ministry of Education on EVAWG was at the forefront in 2021. These partnerships fostered political engagement and the Ministry's leadership. Two UN Agencies built partnerships to implement activities on Pillar 3 to advance CSE and introduce prevention of VAWG through the Child Friendly Schools Initiative and the Health and Family Life Education Curriculum. As part of a Pillar 1 activity, a collaborative approach involving a CSO, the Caribbean Institute for Women in Leadership (CIWiL), and the MOSDH&CE was developed to invite Ministers of Government to publicly commit to EVAWG during 16 Days of Activism. The Minister for Education, Hon. Emmalin Pierre, delivered a national address expressing her Ministry's commitment to addressing GBV and FV through the education system, including the curriculum. She also called on faith-based organisations to get involved in preventing and responding to GBV.

The Government continued to provide critical support for the programme and took steps in 2021 to demonstrate its commitment. However, capacity challenges affected the pace, intensity and effectiveness of implementation of some of the activities, especially related to Pillars 2 and 3, which were led by the MOSDH&CE. The Programme implemented measures aimed at addressing the immediate challenges, especially by recruiting long-term and short-term consultants to enable the Ministry to produce some of the deliverables. However, further action would be required to facilitate the building and strengthening the institution. Therefore, in 2022, the Programme would redouble its efforts to support institutional strengthening so that the structures/mechanisms and systems could be addressed effectively and would contribute to sustainability of national actions on GEWE and EVAWG.

b) Civil Society

In 2021, the Spotlight Programme continued its engagement with the CSO community in Grenada, which was characterised by the participatory approach. It occurred amid weak institutional capacity combined with "volunteer fatigue". Notwithstanding the resource and capacity deficits experienced by these organizations as described in the Country Programme Document, they

witnessed increased demands for the services of some organizations in 2021, as women faced increased violence from men, increased unemployment, inequality, psychological fatigue, stress, and disorientation. CSOs, such as the Grenada National Organisation of Women (GNOW) have reported, anecdotally, an increased number and intensity of distress calls both from women and men who experienced IPV. GrenCHAP was faced with major challenges as they navigated the delivery of services to some vulnerable groups such as sex workers, and, in response to the changing environment, they pivoted operations to include the delivery of food hampers to their beneficiaries as some members slid into food poverty.

Progress was made on centring the voice and experience of WROs and CSOs in 2021, despite the challenges cited above. The number of CSOs engaged as partners or grantees increased from seven in 2020 to ten in 2021, expanding the number of organisations involved in GEWE and EVAWG. The table below shows the names and types of the ten (10) CSOs that received Programme funding from different RUNOs to implement programme activities.

Name of CSO	Type of Engagement	Type of CSO	WRO or Feminist	Women Led	RUNO	Main Programme Activity
The Windward Islands Research and Education Foundation (WINDREF)	Implementing Partner	International	No	No	UNICEF	Draft the Victims' Rights Policy
Grenada Community Development Agency (for Legal Aid and Counselling Clinic)	Implementing Partner	National	No	No	UN Women PAHO UNICEF	• Prevention: Foundations and Batterer Intervention Programmes, work with the judiciary in changing social norms and practices which influence the urgency of cases, the treatment of cases and the sentences passed down to perpetrators • Scale-up legal assistance to victims and survivors • Provide agency services for other partners and vendors
Sweetwater Foundation	Implementing Partner and Grantee	International	Yes	Yes	UN Women PAHO	Scale up psychological services to victims and survivors
Grenada Ladypreneurs Our Women Succeed	Implementing Partner	National	Yes	Yes	PAHO	Develop and provide entrepreneurial training to survivors of IPV
Grenada Education and Development Programme	Grantee	Local	No	Yes	UN Women	Public sensitisation on IPV
GrenCHAP	Implementing Partner and Grantee	National	No	Yes	UN Women	Sensitise persons in the LGBTIQ and other vulnerable populations about IPV and SV

Name of CSO	Type of Engagement	Type of CSO	WRO or Feminist	Women Led	RUNO	Main Programme Activity
The Beaton, Laura, La Femme and Bailles Bacolet, (BLLB) Community Development Organisation	Grantee	Local	No	Yes	UN Women	Preparing the personnel at the Community Library to sensitise children on child sexual abuse
Grenada Planned Parenthood Association	Implementing Partner	National	No	Yes	PAHO	Provide SRHR services and DV responses to women and girls
Rotary Club of Grenada	Implementing Partner	International	No	No	UNDP	Sensitisation and data-driven advocacy on IPV and SV
Grenada National Organisation of Women	Grantee	National	Yes	Yes	UN Women	Sensitise young people about IPV and SV

Of the ten CSOs, five were engaged as implementing partners, three were grantees, and two were implementing partners with one RUNO and grantees with another. In addition, a few other CSOs were engaged in partnerships on specific activities that were not funded in 2021, such as CIWiL in Pillar 1 and the Girl Guides Association of Grenada (GGAG) in Pillar 3. The growth in the number of CSO partners increased the chances for the programme to remain community grounded, and responsive to the needs of rights holders such as victims of violence, advocates for women's and children's rights, members of the LGBTIQ+ community and vulnerable women.

Efforts were made to engage women's rights and local grassroots organizations, especially through the small grant mechanism implemented to allow more vulnerable organisations to be able to access grants to advance their work on rights-based actions, movement-building and advocacy on EVAWG. One of the RUNOs hosted town hall sessions with potential grantees to explain the processes to respond to calls for proposals that were announced, especially in relation to small grants. However, the chronic challenges that they faced remained barriers, including restricting them from being able to apply for the grants that were advertised. Further, WROs, CSOs, and the CS-NRG explained that the engagement was sometimes less than meaningful to them, did not take their specific needs into account, and often did not support the development of their capacity in a sustainable way.

Having listened to the CSOs and examined the reports of CSO engagement during earlier implementation, the Programme drafted a *Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative* that was tabled for further consideration in 2022. The strategy identified two central principles to guide actions aimed at fostering meaningful engagement of the women's movement and civil society: 1) nothing about us without us; and 2) leave no one behind. Eight (8) strategies were identified:

1. Assess to understand and inform
2. Modify grant application processes

3. Support project development
4. Provide technical support during implementation
5. Expand the women's movement and CSO sector
6. Provide comprehensive capacity development and institutional strengthening
7. Pay attention to underserved areas, communities and groups
8. Facilitate coalition-building and networking

The Strategy proposed that special emphasis must be given to women's rights organisations and autonomous grassroots organisations, including organisations from rural areas and Carriacou and Petite Martinique, as they were the ones furthest behind in the level of engagement with the Programme.

To further examine the challenges facing the organisations, and to prepare to develop a wider strategy for capacity development of WROs and CSOs, an assessment was conducted. In this assessment, a mapping was done on thirty-seven (37) registered and non-registered women's rights organizations, autonomous social movements and relevant CSOs, women's rights groups and networks that work with underserved communities. It was acknowledged that interviews were conducted with the thirteen (13) organisations that responded to the request and that it was possible that not all CSOs had been identified, especially the very small community-based organizations that were not recorded on the data base provided at the start of the consultancy.

As with the Government, there was a significant capacity deficit within the CSO sector, especially the Women's Movement. The assessment revealed that there were gaps as they related to skills, attitudes, equipment, enabling environment, organisational development, resource mobilisation and communications. These gaps were barriers preventing some organisations from developing and submitting proposals to access grants. Further, they limited some of the grantees' ability to implement their contracts in an effective and timely manner. Therefore, the Programme committed to implementing appropriate actions to address the capacity gaps within Women's Rights Organisations (WROs) and other CSOs, as well as their networks, including providing support so they could meet the basic requirements to independently mobilise and manage funds from development partners such as the UN system and the EU.

c) European Union Delegation

The EU Ambassador to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM, Her Excellency Malgorzata Wasilewska, reinforced the desire to deepen the EUD's partnership with the Programme and the EUD continued to make its expertise available to the programme and ensured participation in the NSC and TCOC meetings. During 2021, a new Gender and Spotlight Focal Point, Mariana Arias, joined the team.

The Programme was honoured that Her Excellency Malgorzata Wasilewska led a delegation on a visit to Grenada on November 25, 2021, the International Day for the Elimination of Violence against

Women and start of the 16 Days of Activism against Gender-based Violence. In her address at a hybrid event *Spotlight on Results: Ending Family Violence*, the Ambassador emphasized the need to act now to end violence against women and girls. She noted that the conditions created by COVID-19 had made it more difficult for victims and survivors of family violence, since their homes, the place where they should be the safest, was, instead, the place where women and girls were most at risk of violence and abuse. She therefore advised the Programme to confront the harmful beliefs and dismantle the system of inequality that put women and girls at risk of sexual abuse, domestic violence and sexual harassment. Prevention, she said, was the most cost-effective way to address gender-based violence and put an end to these prevalent violations of human rights.

Following the main event, the EUD met with representatives of civil society. During the exchange, the CSOs briefly introduced how they were contributing to the Programme. The Ambassador then reiterated the EUD's commitment to the growth of an independent CSO sector. She encouraged the CSOs to establish networks that could attract further funding from the EU, and she urged the Programme to support the process of network-building and capacity development.

The Programme committed to facilitate linkages between the WROs and CSOs and the EUD in their efforts to access information and mobilise resources to scale up and sustain their work on GEWE and EVAWG. In furtherance of this commitment, the capacity development activities would include network-building and contribute to the preparation of WROs, CSOs and their umbrella organisations or networks to meet the requirements to source development funding.

The EUD urged the Programme to increase attention to prevention by addressing the harmful social norms as the most cost-effective way to EVAWG (Pillar 3), to focus on building the women's movement and civil society, especially women's rights organisations (Pillar 6), and to implement activities that would empower all women and girls so that the eradicating VAWG would become a reality. The EUD also requested that the Programme increase application of the branding guidelines among partners and grantees. Therefore, the Programme would conduct a communication training with the Grenada Spotlight Community in the near future to address this, among other things.

d) Other Partners

During 2021, the Rural Development Unit, attached to the Ministry of Finance, Economic Development, Physical Development, Public Utilities and Energy in Grenada, convened partnership with the Spotlight Programme to deliver training to early childhood education teachers and other school personnel who were part of the Basic Needs Trust Fund (BNTF) Projects. BNTF is a programme of the Caribbean Development Bank which supports the beneficiary countries to undertake programmes for poverty eradication. Leading up to 2021, BNTF had built/rebuilt a few Child Development Centres. In preparing to open those facilities for the school year starting in 2021, the Programme was invited to conduct a workshop for the teachers and other school personnel for those centres.

The workshop was developed by the PCIU Team and conducted on August 4-5 on the theme "*Gender Socialization in Early Childhood Education*". As a result of this partnership, 27 teachers and other personnel from pre-primary schools gained knowledge on gender and socialisation, developed skills to conduct gender analyses of children's stories and activities, consider entry points in the curriculum for introducing gender equality and comprehensive sexuality education, and discuss their roles in contributing to ending gendered discrimination based while empowering girls and boys to practice gender equality and non-violence.

Results

During 2021, the Spotlight Initiative in Grenada was implemented under the mantra "move money meaningfully." This inspired all RUNOs, the Associated Agency, Government and Civil Society partners to strategically utilise the resources to achieve results in response to and prevention of family violence. As a result, progress was made within and across the six Pillars, contributing to ending violence against women and girls.

The UNRC, Didier Trebucq, reflecting on the results during the activity that marked the International Day for the Elimination against Women on November 25, 2021, described it this way:

> "At the national level, thanks to this joint EU-UN Programme, we have witnessed the most comprehensive articulated approach, combining protection of women and girls with defence of human rights, and the use of whole-of-Government and whole-of-society approach, and this is very encouraging."

This section of the report presents the main results of this comprehensive Programme, with a focus on the transformations across Pillars and changes at the outcome level.

Broader Transformations across Outcomes

The three most transformational changes observed were that the rights of victims and survivors were amplified in the national discourse, service providers started to develop their capacity, and the system of support for victims and survivors was expanded. Together, these changes contributed to the four main components of GBV programming, which are the following: to hold offenders accountable; to protect and support victims and survivors; to prevent violence against women and girls; and to provide systems for coordination and governance of actions for EVAWG.

One of the most significant transformations was that the rights of victims and survivors of VAWG was elevated on the national agenda in 2021 because the activities were implemented using the rights-based and survivor-centred approach. The Programme also maximised the impact of its transformations in the lives of victims and survivors by addressing the gaps related to service delivery at both policy and practical levels. The results were the drafting of the National Gender-Based Violence Victims'/Survivors' Rights Policy, improved services for victims and survivors by retrofitting facilities, and starting a shift in socio-cultural norms.

A National Gender-Based Violence Victims'/Survivors' Rights Policy for Grenada was drafted. Upon examination by the Office of the Cabinet, a chapter that addressed accountability was requested, signalling the State's intention to ensure that a suitable mechanism would be created to enforce and monitor application of the rights identified. Development of this chapter commenced. If approved by the Cabinet of Grenada, this Policy would support the implementation of the National GBV Standard Operating Procedures (SOPs) which was approved by the Cabinet in 2021

to guide the provision of essential services for victims and survivors of GBV. By linking standards and expectations to human rights, the Policy and SOPs would also contribute to empowering victims, survivors and their advocates to demand quality essential services from the police and justice, health, and social sectors, and other duty bearers. As the Permanent Secretary for the MOSDH&CE, Ms Chrissie Worme-Charles stated,

> "The Victims' Rights Policy gives power into the hands of the victims. If they are not satisfied with the quality of services that they are receiving, they have the right to say so" (Video produced for 16 Days of Activism, 2021)

Victims and survivors were provided with improved services as retrofitting of facilities continued. A two-way video conference room was completed at the St George's Court, allowing the justice system to receive testimony from victims and survivors without being traumatised by looking directly at the alleged offenders. The experience of the COVID-19 pandemic expedited appreciation for this kind of technology. Further, the Special Victims Unit of the Royal Grenada Police Force (RGPF) and the GBV Unit of the MOSDH&CE were retrofitted to provide greater privacy and comfort to their clients. Through retrofitting, institutions that provide essential services to victims had the improved physical conditions necessary to implement the SOPs and apply the policy.

The rights-based approach permeated the prevention efforts as well. Through civil society engagement, facilitators were trained to deliver programmes for social and behaviour change using rights-based and gender equality models, such as the Champions for Change Batterers Intervention Programme and the Foundations Programme. Positive behaviour management was introduced to the education system in the Child-friendly Schools Initiative, while GEWE education and VAWG prevention were introduced to the Health and Family Life Education teachers. One of the critical steps taken was that research and consultation commenced on the theme of promoting acceptance, protection, and fulfilment of the rights of victims and survivors of child sexual violence, in particular the reintegration of adolescent mothers into formal education. The use of the rights-based approach in prevention of VAWG resulted in addressing the root causes of GBV by confronting harmful social norms.

The second main transformation was that institutions started to enhance skills and build capacity to provide essential services and collect administrative data. Through Spotlight supported training activities, service providers strengthened their capacities in Case Management, Crisis Management and Introduction to Sign Language. CSOs also engaged and strengthened their capabilities to provide or scale-up information and services to victims and survivors. Victims and survivors from rural communities had increased access to services, aligned with the principle of LNOB, as the Gender-Based Violence Unit expanded to provide weekly services at two sub-offices of the MOSDH&CE, and Case Managers were assigned to different parishes to follow-up with the RGPF and specific service providers, including CSO partners. In addition, twenty Government Officials and two members of civil society improved their capacities for data management and processing, data safety and security, and presenting different types of data to policy makers,

while the system for collecting and analysing administrative data was being developed and computing equipment was procured. Demonstrating strong cross-pillar linkages, these activities contributed to enhancing quality services and an improvement of data reporting. The Programme acknowledged, however, that much more was necessary to address the fundamental capacity gaps, and as such in 2022, significant attention would be given to supporting both Government and civil society, especially the women's movement and the national machineries on GEWE and EVAWG, to create, utilise and retain capacity at the organisational and institutional levels.

The third main transformation was that additional components of the system of support to victims and survivors were introduced, aimed at leaving no one behind in the process. Grenada Ladypreneurs, a CSO that traditionally created a network to support women entrepreneurs in small, medium and micro enterprises, was recruited to develop a model to introduce entrepreneurship to survivors of IPV. Food hampers were also distributed. To further support the economic stability of victims and survivors, work commenced in relation to establishing priority routes for victims and survivors to access social safety nets that exist in the State institutions and elsewhere. By advancing economic empowerment through both entrepreneurship and social safety nets, victims and survivors from different points on the socio-economic spectrum and varying educational backgrounds would not be left behind when trying to meet their immediate and longer-term needs for economic stability. In addition, the Programme supported the addition of three Case Managers which allowed the psychosocial services of the GBVU to be decentralised to MOSDH&CE offices in two parishes outside of the capital on certain days of the week, thereby increasing access to services by victims and survivors from rural communities.

The transformations across outcomes that started in 2020 were built upon. Therefore, the Programme continued to advance the one-UN approach, provide holistic responses, build partnerships and strengthen the foundational processes.

Participatory Monitoring and Evaluation (PME) was applied in 2021 through the Joint Pillar Teams. One of the objectives of the Teams is "to review implementation processes, identify challenges, develop strategies to address them, and monitor progress towards results". This structure facilitated the engagement of community members and the advocates of the women and girls Spotlight supports in monitoring the programme. In addition to fostering collaboration and synergies in Programme implementation, specific results have been achieved from having Joint Pillar Teams engaged in PME, such as:

- The Pillar 1 Team devised a new strategy to achieve one of the outputs, given that the impact of COVID-19 had adversely affected its implementation.
- The Pillar 3 Team identified and agreed on C4D/SBCC messages to inform community engagements, facilitate technical coherence and maximise the impact of campaigns and other prevention strategies.

- The Pillar 6 Team reviewed the annual workplan for that Pillar and made recommendations that informed revision of selected activities in 2021.
- Pillar Teams contributed to identifying baselines and targets for the Programme.
- Pillar Team Members questioned each other and made suggestions on the efficacy of strategies and modes for implementing certain activities, thereby helping to hold each other accountable for results and the application of the core principles.

The Programme's interventions thus far produced system-wide transformations that could be built upon to produce sustainable changes to advance GEWE and address EVAWG.

Change at Outcome Level

The Spotlight Initiative in Grenada continued to make progress towards achieving the outcome and output level results. Significant steps were taken, and milestones were reached within all Pillars.

Outcome 1: Legal and Policy Framework

In 2021, the policy and legislative framework for addressing gender based and family violence was set on a path to being reconfigured to ensure that it would meet international standards and create the environment for holistic responses and prevention. In this regard, the main results of Pillar 1 were:

- A National Policy on the Rights of Victims and Survivors was drafted and a mechanism for accountability was under development
- Five (5) Position Papers and seventeen (17) Bills were drafted and circulated for consultation
- The Minister for Education, Human Resource Development, Religious Affairs and Information, a Ministry other than the Lead Ministry, committed support for EVAWG
- Progress was underway for the review and estimated cost of the Action Plan for the National Gender Equality Policy and Action Plan (GEPAP)
- Representatives from government and a range of civil society organisations contributed directly to development of the policy on victims'/survivors' Rights and the preparation of the Action Plan for the GEPAP.

A National Gender-Based Violence Victims'/Survivors' Rights Policy for Grenada was drafted, receiving responses through wide consultation with over seventy (70) persons from different sectors of government and civil society, including with the Office of the Cabinet. The Policy was designed using the normative framework for human rights and the Essential Services Package for Women and Girls Subjected to Violence (ESP). While it received endorsement by the MOSDH&CE, the Office of the Cabinet requested that a chapter be added to show accountability for enforcement,

monitoring and redress. The drafting of this chapter is ongoing. If completed, approved by Cabinet and enforced, the victims and families would be provided with quality services in a systematised manner, and they would be empowered to stand for their rights to live free from violence.

Having undertaken "*A Comparative Legal Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls*", five (5) position papers and seventeen (17) Bills were drafted to address specific concerns. The legal analysis, position papers and Bills were developed under the authority and supervision of the Attorney General, Dia Forrester. As a result, the people of Grenada, the government and CSOs have received draft position papers offering proposals regarding law reform in five (5) areas: child protection, sexual offences, domestic violence, family (maintenance and property) rights, and victims' rights. The draft Bills were developed to propose amendments to specific legislation that would address the issues within the Position Papers. Those draft Position Papers and Bills were circulated to government entities, women's rights organisations, civil society, the Bar Association, faith-based organisations and the public for consideration and feedback. Feedback would be used to inform the finalisation of the documents for submission to Cabinet.

As a result of a partnership developed with the CIWiL and the MOSDH&CE, the Programme received support from the Minister for Education, Human Resource Development, Religious Affairs, and Information, the Hon. Emmalin Pierre, who delivered a message to close the Global 16 Days of Activism against Gender-Based Violence in 2021. To facilitate this, the partnership conducted a "writeshop" with Government Gender Focal Points and other Officials from six (6) Ministries and Statutory Bodies who crafted messages that were proposed to various Ministers of Government, as statements that they could make to express their commitment to GEWE and EVAWG. Through this process, four (4) persons from CIWiL and the RUNO supported thirteen (13) participants who strengthened their capacities to advocate for, and draft, policy positions drawing on evidence and the normative framework.

In her national televised speech, the Minister challenged the religious community to act in support of EVAWG and committed the Ministry of Education to do so through the school curriculum and learning experiences. She further stated:

> "We will continue to work with our development partners, under Spotlight Initiative, to create and deliver innovative behaviour change campaigns and school-based programming that promote healthy gender relationships and give people tools to challenge problematic social norms."

Under Pillar 1, the Programme also engaged in consultations aimed at revising and costing the Action Plan for the GEPAP. In these consultations, Gender Focal Points and other Government Officials from various Ministries and Statutory Bodies, representatives from Faith Based Organisations, Women's Rights Organisations and other CSOs, CS-NRG, community groups and educational institutions contributed ideas concerning gender issues and priorities that should be addressed in the revised Action Plan. At least seventy-seven (77) people (45 from government and 32 from

civil society) contributed directly to the advocacy and preparation of the Action Plan. As a result of the consultative process, participants developed an appreciation for the Gender Equality Policy and Action Plan (GEPAP) and this is expected to prompt commitment to its implementation when it is finalised and approved.

The results achieved and progress made within Pillar were paving the way for an enabling legislative and policy environment to be place and translated into plans, guaranteeing the rights of women and girls, and the elimination of VAWG and other forms of discrimination.

Outcome 2: Institutions

The actions within Pillar 2 targeted capacity development at the individual and organisational levels, with the aim that people and institutions would perform functions, solve problems, and set and achieve objectives in relation to successfully managing GEWE and EVAWG in a sustainable manner, for the benefit of the society as a whole. During 2021, emphasis was on capacity building at the individual level, while preparations commenced on outputs that would lead to the establishment and/or strengthening of National and sub-national systems and institutions to plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls.

At the individual level, over two hundred and fifty (250) Government officials and civil society participants were involved in various training activities during the period. The most intensive training resulted in seventeen (17) government officials and five (5) CSO representatives completing a ten-week professional development course with the University of the West Indies Open Campus on Gender Analysis and Mainstreaming for Development Professionals. Through this course, participants explored the intrinsic relationship between gender and development, developed the capacity to integrate gender into contextual analysis and to use gender analysis frameworks effectively. They also became better equipped to integrate gender into strategic and operational planning and acquired methods of creating gender awareness within development practice.

To further capacity building at the individual level, a training manual referred to as GBV 101 was drafted and piloted to facilitate introduction of GBV education into the curriculum of Training Institutions that deliver training to teachers, police officers, nurses and other public officers. The Programme would advocate that the Police Training School, the TAMCC School of Professional Studies and the St George's University Nursing Education and Continuing Medical Education programmes adopt or adapt the module into their curriculum. The integration of this module into the institutions would contribute to sustaining the education of professionals, including service providers, on GBV prevention and response.

Preparations for capacity development at the organisational level commenced. The Programme targeted the establishment of a national coordinating mechanism on EVAWG, four sub-national or local coordinating mechanisms in EVAWG, and a National Gender Equality Commission. It also started the work to introduce and pilot gender responsive budgeting (GRB) in two ministries of

government. Further, it would contribute to the strengthening of the DGFA to fully operationalise its role as the National Gender Machinery (NGM) and host of the national and subnational coordinating mechanisms.

Consultative action was taken to develop the first draft of the framework for the national and sub-national coordinating mechanisms on EVAWG, and the National Gender Equality Commission. The original result revealed that there was a gap in the technical knowledge about the normative framework for the internationally acceptable standards and principles for national institutions such as those. As a result, by applying the capacity development dimension of technical coherence, the Programme developed and shared a collection of resources on the Normative Framework on Institutions to Address GEWE and EVAWG in Grenada. Specific reference was made to the Beijing Platform for Action on the Institutional Mechanisms for the Advancement of Women; General Recommendation 6 on Effective National Machinery and Publicity adopted by the Committee on the Elimination of Discrimination Against Women; the Essential Services Package Module 5 on Governance and Coordination of Governance; and Grenada's commitments in response to the Universal Periodic Review of Human Rights. It was anticipated that the normative framework would guide the further iteration of the institutional architecture for GEWE and EVAWG in 2022.

Preparations also started regarding the introduction and piloting of GRB in the Ministry of Health and the MOSDH&CE in order to secure adequate and sustainable financing and costing of family violence through the national budget. Preparatory discussions were held with the MOSDH&CE which was asked to facilitate the process of soliciting support from the Ministry of Health and the Ministry of Finance for the process. In addition, research was conducted. During the presentation of the 2022 National Budget, the Minister for Finance articulated a policy position that the Government would apply gender mainstreaming and introduce GRB. This opened the opportunity for the state budgetary allocations to include actions on the six (6) Pillars, and to use this instrument in broader-based funding allocations to other Ministries, including the funding of the institutional mechanisms and the GEPAP. The Programme would leverage this policy position in furthering GRB in Grenada, Carriacou and Petite Martinique by piloting GRB in two (2) Ministries and supporting integration of the GEPAP to mainstream GEWE in five (5) sectors.

During the year, progress was stymied as national attention was focused on responding to the challenges facing lives and livelihoods due to the COVID-19 pandemic, accompanied by changes at the helm of the NGM. Progress was made despite these challenges and the Programme learned that capacity development at the organisational level demands visionary leadership, sound technical competence and the attention of decision-makers and policymakers at the highest levels.

Outcome 3: Prevention and Norm Change

The men, women, boys and girls of Grenada started to receive messaging promoting favourable social norms, attitudes and behaviours to prevent VAWG at institutional, community and individual levels.

During 2021, the capacity of the MOSDH&CE to deliver prevention programming to all communities in Grenada was enhanced as it was provided with an eighteen-seater van to facilitate the movement of teams of personnel to conduct mobile campaigns and other community events. The van was wrapped in colourful images and slogans which allowed the van itself to carry the messages, whether or not it was a campaign event.

Male residents from a few of the communities in Grenada, especially young men, were sensitised to consider and apply gender equality and non-violence in their lives, by participating in activities implemented through grants under the Programme. Twenty-six young men from rural communities participated in the Foundations Programme, a psycho-educational programme for youth in relation to gender equality and EVAWG implemented by the Legal Aid and Counselling Clinic (LACC). Fourteen young men from another rural community completed a cycle called "From boys to men and Man Box" which was conducted by the MOSDH&CE.

Integration of GEWE sensitisation and VAWG prevention were introduced to approximately seventy-five (75) teachers and principals in the Child-Friendly Schools Initiative, seventeen (17) teachers and guidance counsellors for the HFLE curriculum and twenty-seven (27) teachers and other personnel of child development centres. Themes included comprehensive sexuality education, positive behaviour management and gender and socialisation in the early years. Through the training activities conducted, educators gained knowledge, skills and attitudes to integrate GEWE and EVAWG into the curriculum and school experience so that in-school girls and boys would receive formal socialisation in support of favourable social norms.

Activities aimed at effecting change in social norms, attitudes and behaviours at the community level and wider population commenced. The National Parenting Programme was enhanced to systematically include Healthy Lifestyles in each cycle, with topics such as preventing GBV, healthy relationships, positive discipline and sexual and reproductive health. Thirty-five (35) parents (32 females and 3 males) from rural communities received this programme. In addition, beneficiaries of small grants under Pillar 6 contributed to change at the community level. Ninety (90) persons were engaged through a radio series "*V Has No Place in the Home*" implemented by the CSO, Grenada Education and Development Programme (GRENED). Ten (10) facilitators and thirty (30) children were engaged in the "*Protecting Body and Minds*" programme hosted by Beaton, Laura, La Femme, Bacolet Community Development Organisation, and GrenCHAP implemented a project on "*The Silent Voices - Unmasking the issues of sexual and gender-based violence among the LGBTQI, PLHIV (people living with HIV) and SW (sex work) communities*".

Population-based C4D and SBCC campaigns that aim at large-scale sensitization and shifts in the cultural norms were delayed due to the capacity gaps and, to a lesser extent, the impact of COVID-19, both described elsewhere in this report. To mitigate this delay during 2021, the PCIU participated in radio, television and social media discussions to challenge specific social norms such as victim-blaming and men's ownership of women.

In support of advancing action and cohesion of the mass campaigns for behaviour change, the Joint Pillar 3 Team developed a plan for C4D and SBCC messaging to address four problematic social norms that contribute to physical, sexual, emotional and economic violence against women (intimate partner violence), sexual violence against girls, and normalisation of family violence. The problems and associated behaviours and issues were selected based on evidence, including the findings about attitudes, beliefs and controlling behaviours from the Grenada Women's Health and Life Experiences Study Report, a national prevalence study on VAWG conducted in 2018.

The harmful social norms agreed upon were 1) men's sense of ownership/entitlement of women and girls and use of controlling behaviours over women and girls; 2) women's submission to men and expectation of violence and abusive/controlling behaviour committed against them; 3) girls (adolescents/teenagers) who are victims of child sexual abuse face stigma and discrimination in society, including by State Institutions that provide health care and education, especially if they become pregnant and keep their pregnancy to term; and 4) normalising violence. The plan identified "the change we want to see" for each of the problems, such as: men accept that it is socially acceptable and expected that they treat others in respectful, non-violent, humane and caring ways, as those behaviours are neither emasculating men nor effeminate; women exercise their right to demand and expect respect and equality, and build skills for self-determination, including exercising choice; society discontinues the practice of blaming girls for sexual violence committed against them, including adolescent girls and teenage mothers; alternative (non-violent) methods are used to discipline and motivate children; and victims and survivors of IPV and SV are supported and protected by society and institutions. The programme would apply the messaging to implement population-based campaigns to achieve the social transformation indicated by the outcome "gender equitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls".

Another critical component of prevention of VAWG was to end discrimination against victims and survivors at the institutional level. The Programme started to address this. LACC developed a social mobilization strategy which could result in greater awareness of the role of the key actors in the justice continuum.

Through funding received under the Programme, the State focussed on institutional discrimination as well, as the MOSDH&CE commenced the process to promote acceptance, protection and fulfilment of the rights of victims and survivors of child sexual abuse, especially the reintegration of adolescent mothers into mainstream education. Engagement and sensitisation began with a high-level consultation that brought four Ministers of Government, Senior Officials and leaders from various sectors together to examine the legal, social and economic issues and consequences associated with excluding adolescent mothers from education, and learn from the experiences of St Kitts & Nevis and Jamaica, two (2) countries in the Caribbean that had reintegrated adolescent mothers into the formal school system. This high-level dialogue attracted thirty-three (33) participants, including CSOs. The sensitisation and consultation process continued via virtual town hall sessions with specific target groups, such as schoolteachers and principals, attracting

twenty-three (23) participants, and a class from the St George's University that was studying social deviance. The process would continue in 2022, leading to a policy paper to Cabinet. The policy paper would be expected to support the law reform agenda, which includes proposals for protecting the rights of girls affected by sexual abuse. The MOSDH&CE also started to prepare a strategy to engage the private sector and trades unions on developing internal policies on family violence and creating safe spaces for women in the workplace.

By addressing prevention of VAWG at the individual, community and institutional levels, the Programme was applying elements of the socio-ecological model to address the root cause of violence and discrimination against women and girls and contribute to sustainable change.

Outcome 4: Quality Services

Through Pillar 4, the conditions under which women and girls who were victims and survivors of gender based violence receive psychosocial, health, law enforcement and justice services were improved and became more systematic. The most significant achievements in 2021 were:

- The National GBV Standard Operating Procedures (SOPs) that were drafted in 2020 were approved by the Cabinet of Grenada to guide the health, security, justice and social services in their delivery of services to victims and survivors. The SOPs include Referral Pathways to show interlinkages among service providers.
- Victims and survivors received services at two enhanced facilities which were retrofitted to better meet the needs of rights holders and respect their human rights – the Special Victims Unit of the RGPF, and the St George's Court.
- Reference manuals were developed to expand and support provision of legal education, entrepreneurship training, and other referral services for victims and survivors.
- An additional three CSOs were engaged to pilot or scale up delivery of services to persons, including the LGBTIQ+ population. Services included legal education, psychological support, entrepreneurial skills training, and family planning. A total of six CSOs received grants to support their services to victims and survivors.
- Approximately 500 women who report experiencing physical or sexual violence, sought help in various sectors, including those facing intersecting and multiple forms of discrimination.
- The knowledge and skills of officials at key institutions that provide services to victims and survivors were enhanced through training and retraining activities.

The SOPs and other guidelines and manuals were developed using the survivor-centred approach. The following were developed: a reference manual for entrepreneurship training, a handbook of frequently asked questions related to legal matters, and a handbook containing an annotated list of available resources and services. Guidelines developed in 2020 continued to be applied. Together, this series of documents provides the basis for delivering comprehensive services to all victims

and survivors, with various institutions and organisations playing their part, while remaining linked through a well-articulated referral system. When taken together, the package would minimise the risk that victims and survivors "fall through the cracks" due to gaps in services, because they were developed with provisions aimed at leaving no one behind. The management, monitoring and sustainability of this comprehensive network of services would be further institutionalised when the national and sub-national coordinating mechanisms are established under Pillar 2 and the Victims' and Survivors' Rights Policy is approved and enforced under Pillar 1.

A key aspect of improving the quality of services to clients was continuous training and retraining of service providers. In this regard, staff of the MOSDH&CE increased their skills to respond to clients as a result of a customer service workshop. Further, over one hundred (100) members of staff from the health sector, Social Services, GBVU, Desk of the Elderly, Child Protection Authority, Council of The Disabled, and others developed competencies to manage cases, and they received introductory training in sign language. During 2022, the Programme would emphasise more intensive training for staff members of the institutions that provide essential services. This training would introduce them to the contents of the approved SOPS, guides and manuals, and provide specific skills needed for their application.

To increase access to services, three GBV Case Managers were provided by the Programme to the GBVU as a special COVID-19 response initiative for six months, then extended to one year. Therefore, the human capacity of the Unit was strengthened from two service providers in 2020 to five in 2021. Because of this, the Unit was able to assign Case Managers to work along with police stations in all six parishes to facilitate the delivery of timely and comprehensive services to victims who made reports to the Police. Additionally, GBV Case Managers were physically present to provide services at the St. Andrew and St. David Sub-Offices of the MOSDH&CE once per week. Further, helpline services were expanded, using a mobile phone for the GBVU, to meet increased demand from GBV survivors and other persons seeking a wide range of support. This had increased availability and access to quality psycho-social services for victims and survivors in rural communities throughout the country. The Programme would continue to support the MOSDH&CE to explore strategies for expansion and sustainability of this resource into 2022 and beyond.

Medico-legal training was conducted over a three-day period with a general audience on day one followed by two sessions for clinical staff. The participants improved their knowledge in the collection of evidence, chain of custody and the legal process in cases of GBV. This would empower them to better support victims and survivors with seeking justice.

Improvement in the quality of services provided to children who were victims and survivors of family violence was also addressed. Through training, ten (10) Foster Carers of the Child Protection Authority (CPA) increased their awareness of trauma informed behaviours, attachment styles, basic first aid and COVID-19 protocols. CPA also engaged representatives from key stakeholder bodies in a two-day workshop to deliberate on practical ways to improve collaboration and to

collectively reduce response time. The issues and challenges affecting the response of each stakeholder were identified, and solutions and recommendations were explored with the aim of developing a better multi-sectoral response to child abuse. The bodies represented were the Ministries of Social Development, Health, Legal Affairs and Education, and the RGPF. The CPA also began the preparatory work with stakeholders for the re-launch of the Grenada National Child Abuse Protocol.

Civil society engagement resulted in expansion of the range of services that became available to victims and survivors in 2021. This required innovations. Grenada Ladypreneurs, a CSO that created a network to support women entrepreneurs in small, medium and micro enterprises, was recruited in 2020 to develop a model to introduce skills for employment and entrepreneurship to survivors of IPV. A group of fifteen (15) women participated in this six-month programme and graduated in 2021. In addition, Sweetwater Foundation, another CSO, was engaged to develop a programme to provide psychological support to survivors using a group approach.

As a result of the interventions made, victims and survivors had increasing availability of and access to acceptable and quality essential services by service providers, including civil society organisations.

Outcome 5: Data

During 2021, further preparations were made to develop a system for collecting administrative data so that laws, policies and programmes would be based on evidence and be better able to respond to the specific context and realities of women and girls, including those most marginalized, in Grenada, Carriacou and Petite Martinique.

The first main result was that an assessment revealed the gaps, challenges and opportunities for improvement. It identified that the key stakeholders were not using a standard VAWG questionnaire, utilising mobile application to collect VAWG data or had a fully established database for VAWG data. It also revealed that they were missing a data quality plan resulting in some duplication between the main institutions being the MOSDH&CE and the RGPF. In addition, personnel lacked VAWG data collection and analysis skills, and there was no efficient approach for data analysis, dissemination and decision impact. Finally, there were significant needs for hardware and software resources.

Opportunities for bridging those gaps were identified and five recommendations were offered. They were:

- To develop a unified platform, using a standard questionnaire and system for data entry, analysis and dissemination.
- To develop synergy/cooperation between CARISECURE and Spotlight (CARISECURE was another project implemented by UNDP to improve collection and analysis of data on crime in Grenada)

- To create VAWG data hub including the Central Statistical Office, MOSDH&CE, RGPF/ CARISECURE, Prisons, hospitals and healthcare centres
- To develop a communication strategy using behavioural science
- To plan comprehensive analysis of data, including percentage of crime that is related to abuse and VAWG
- To use technological innovation to improve collection, analysis and dissemination of community-based data on VAWG and related family violence

The Programme responded by activating a procurement process to acquire the relevant equipment and software to be used to collect, process and store administrative data. A four-day training was also conducted to improve stakeholders' capacities to gather, analyse and communicate data on violence against women and girls. The training sessions aimed at enhancing Government and CSO participants' knowledge and skills for data management and processing, data safety and security, and presenting different types of data to policy makers.

Implementing the most strategic and significant change was underway. This was to design and pilot a data collection system that would allow quality, disaggregated and globally comparable data on IPV, SV, FV and femicide to be collected, analysed and used in line with international standards to inform laws, policies and programmes in Grenada, Carriacou and Petite Martinique. By the end of 2021, the system was being conceptualised using a consultative approach that allowed consideration of the needs of various key generators and users of the data. Consultations resulted in identifying the broad principles for the data management system – that it should aim at ensuring that the final design would be survivor-centred, considerate of the human capacity of the service providers, adequate for the user needs, collaborative among the different stakeholders, easy to sustain/maintain in the Government systems, and that the quality of the data would be usable by the general public, in keeping with international standards. A task force was formed to continue the consultations and further advise on the development of the system.

In 2022, the Programme would ensure completion of the data collection system and seek its activation by the Government. It would also include CSOs more deliberately in the process of data management, especially in data analysis, development of knowledge products and dissemination.

Outcome 6: Women's Movement

Pillar 6 of the Grenada Spotlight Initiative was designed so that women's rights organisations (WROs), autonomous social movements and civil society organisations would be able to influence, sustain, and advance progress on GEWE and ending VAWG policies and programmes that respond to the needs of all women and girls, including those facing multiple and intersecting forms of discrimination. To facilitate this, the Programme was expected to work with and support the organisations to increase coordination and networking, their use of social accountability mechanisms, and their influence and agency to work.

The ambition to improve the capacity of the WROs, autonomous social movements and CSOs were severely challenged by a combination of exogenous factors such as COVID-19, and endogenous factors, such as limited institutional capacity, volunteer fatigue and competing demands on the time and resources of a small number of key leadership personnel within the CSO sector and the women's movement.

Despite the challenges, the following were accomplished during 2021:

- Overall, ten (10) CSOs received grant funding from different RUNOs to implement Programme activities and develop their capacity to engage in the work to EVAWG, five (5) of which received small grants under Pillar 6.
- Two (2) of the three (3) CSOs that received small grants in 2020 were able to successfully complete their obligations under the grant, and one was able to secure a second grant to scale-up the work they had started under the first grant.
- Three (3) additional small grants were disbursed to CSOs representing youth and groups facing multiple and intersecting forms of discrimination/marginalization. This financial support helped them to build their capacity and influence to work on ending GBV.
- Five (5) Civil Society representatives were supported with grants to participate in the course "Gender Analysis and Mainstreaming for Development Professionals" with Government officials
- An assessment of the women's movement and civil society organizations in Grenada was conducted

Table showing CSOs that received small grants under Pillar 6

WRO/CSO	Year
Sweetwater Foundation	2020
GrenCHAP	2021
Grenada Education and Development Organization (GRENED)	2020 2021
Beaton, Laura, La Femme and Bailles Bacolet (BLLB) Community Group	2020
Grenada National Organisation of Women (GNOW)	2021

The work done by the CSOs that received small grants under Pillar 6 served to strengthen their capacity as well as contribute to outcomes in other Pillars. For example, the radio messages developed by GRENED provided public education on the challenges of the double pandemic of COVID-19 and VAWG, the Beaton, Laura, La Femme, Bailles Bacolet Community Development Organisation

contributed to preventing violence against children, especially girls, in their community by using a programme that highlighted "good touch/bad touch". In addition, GrenCHAP's work contributed to the provision of education and services to the LGBTIQ+ and other vulnerable populations.

The programme contributed to the strengthening of CSOs in intangible ways as well. Even though only five CSOs were able to receive small grants, several others attended the virtual townhall sessions and built some level of capacity in proposal writing and engagement with the UN system. For the five CSOs, ongoing one-on-one meetings and technical and financial guidance served to strengthen their understanding of development programmes and projects, and to raise the standard of reporting and M&E. Ongoing technical assistance also benefitted LACC and the MOSDH&CE as partners. The quality of their narrative reports showed some improvement over time, and they developed abilities to complete financial and narrative reporting templates. All of the benefitting organisations developed a greater appreciation for systems for record-keeping, monitoring and accountability.

An additional benefit was that the number of CSOs getting involved in direct EVAWG programming was expanding. Seven (7) of the ten (10) CSOs that received funding through agreements and financial support across various Pillars under the Programme were new to the RUNO that engaged them. Combined, they attracted 56% of the total sum granted to CSOs from the start of the Programme. In many cases, the RUNO provided technical support to the CSO to help them become qualify for the grant. Notably, one (1) of the CSOs that did not traditionally undertake specific work on EVAWG received a grant, and, upon successful completion, it applied for another grant to continue that work.

The Programme recognised that the longstanding challenges faced by WROs and CSOs were chronic barriers. Therefore, it sought to examine this further by conducting an assessment which found gaps in relation to skills, attitudes, equipment, enabling environment, organizational development, and resource mobilization. It also identified needs beyond technical knowledge, which emphasised that capacity development activities should not only cater for knowledge transfer. Opportunities were identified and the need for building CSOs networks was highlighted.

During the year, attempts were made to start the capacity development programme and develop a knowledge hub. Unfortunately, they did not produce successful outputs, therefore new plans would be developed and implemented in 2022. One of the challenges was that local technical expertise to support these activities was limited but recruiting regional and international resources to be physically present in Grenada to produce some of the deliverables in the most meaningful way was not practical given the context of the COVID-19 situation. However, recruitment of a Field Coordinator and a Social Accountability Consultant would be completed in 2022 to make additional resources available to the WROs and CSOs to support their development.

By the end of 2021, a significant milestone was achieved with the completion of the needs assessment, as it would lay the basis for the strategic plan to be developed in 2022 and further contribute to centring CSOs and WROs voices and experiences in EVAWG.

Rights Holders ("Beneficiaries")

Indicative numbers	Direct for 2021	Indirect for 2021
Women (18 yrs. and above)	9,774	41,509
Girls (5-17)	3,268	13,973
Men (18 yrs. and above)	6,248	41,580
Boys (5-17 yrs.)	3,236	14,854
TOTAL	**22,526**	**111,916**

During 2021, the Grenada Programme was of direct benefit for approximately 13,042 women and girls, and 9,484 men and boys. The entire population of Grenada, Carriacou and Petite Martinique benefitted indirectly from the Programme.

Challenges and Mitigating Measures

The Programme continued to be hindered by similar challenges as identified in the 2020 Annual Report: time-consuming administrative and operational processes; low technical capacity within Grenada; and a limited number of people in the field of work related to GEWE, EVAWG and human rights. In addition, the challenge of compartmentalisation affected the Programme in 2021.

Low technical capacity

The continued lack of appropriate technical capacity in gender and development, project management, monitoring and evaluation, social transformation, and so on, has had an incapacitating effect on the ability of the Government of Grenada, CSOs and other partners in the Spotlight Community to navigate the Spotlight Agenda. It also negatively affected the PCIU, which experienced difficulties recruiting personnel to fulfil the various roles successfully and increased demands for technical coherence activities at all stages of implementation of many activities. This was exacerbated by the limited number people who were available and willing to commit time and effort as experts, professionals, activists, advocates or volunteers in the fields of GEWE, EVAWG and human rights.

The Programme had made a concerted effort to diversify the pool of consultants engaged by the RUNOs, grantees and partners to avoid over-reliance on a very small group of experts, noting that most of the known experts were also engaged in other projects in the region. However, low technical capacity, especially in relation to the normative framework for GEWE and EVAWG and the feminist approaches and principles of development, was also observed among local and regional consultants recruited to deliver certain outputs. This increased the burden on the technical coherence function, leading to longer periods between drafting and finalisation/approval of outputs, and in a few cases, non-delivery and termination.

This challenge was also a barrier in the conceptualisation, writing, development and management of projects by many of the CSOs, especially WROs and grassroots organisations, and a barrier for government partners to access funds directly from the RUNOS as they lacked the appropriate capacities and organisational mechanisms that would allow them to benefit. For these reasons, the capacity gap was proving to be a critical issue that continued to stand between the commitments and intentions of the stakeholders and partners of the Programme and the effective and efficient delivery of results.

The Programme continued to recognise its role in contributing to the solution to this problem, especially through Pillar 2 for Government institutions and Pillar 6 for WROs and CSOs. During 2021, twenty-two (22) Gender Focal Points, MOSDH&CE personnel and CSO representatives in Grenada completed an intensive professional development course with the University of the West Indies Open Campus entitled "*Gender Analysis for Development Professionals*." The Programme

would monitor the impact of this course on programme implementation to assess whether another cycle should be sponsored.

During 2021, however, the same problems of low capacity coupled with slow processes, made it difficult to recruit suitable expertise from Grenada, and even within the region, to conduct capacity development and institutional strengthening activities. Having completed some of the groundwork in 2021, the Programme was preparing to give urgent attention to addressing this challenge in 2022.

The Programme would also revisit its plan from 2021 to conduct a series of training and retraining of persons involved in executing the Programme. In order to apply the principles of "Nothing about us without us" and "Leave no one behind," urgent action should be initiated to ramp up awareness of the Programme and its results matrix. This situation must be corrected immediately to allow the Programme to fulfil its targets.

Time-consuming processes

The administrative and operational processes in place by RUNOS and Government often caused implementation and delivery of results to be slow, and mostly behind schedule. The possibility that there were insufficient persons available and assigned to carry out demanding technical and administrative duties in this time-bound and comprehensive Programme was suspected, but not fully assessed. Another possible contributing factor was that, in some cases, bottlenecks may have been created at the decision-making level if all decisions had to be made at the top with little or no automation or delegation of authority. Yet a third possibility was that some of the processes were onerous and unresponsive to the needs for efficiency, when necessary, in light of ambitious Spotlight outcomes and outputs. Whatever the reason(s), should this challenge remain unresolved, there was a risk that delays could jeopardise the smooth implementation of some of the activities within the duration of the Spotlight Programme.

In 2021, the Programme tried to reduce the time allocated to governance and coordination by limiting the number of meetings. However, this resulted in some partners expressing that there weren't sufficient opportunities for their engagement in strategic and timely decision-making, such as the CS-NRG members on Joint Pillar Teams and the representatives of the EUD in the NSC and the TCOC. Therefore, other mitigation measures may have to be employed in 2022.

Compartmentalisation

In assessing the institutional capacity, one of the consultants identified lack of communication as an inherent problem which existed within and between government ministries and between sectors. The existence of this non-sharing culture could inhibit the establishment and functionality of the central coordinating mechanism which was a central institution for the sustainability of the

results of this Programme. This asymmetry of information-sharing has led to compartmentalisation which was associated with all bureaucratic and colonized forms of organizations.

During implementation of the Programme in 2021, some levels of division of tasks within and between components implemented by government, CSOs and RUNOs which challenged the cohesiveness of the Programme were observed. On the one hand, the challenge may have been due to withholding of information, but equally so on the other hand, it may have been due to lack of willingness to pay attention to what others were doing and sharing. As a result, most of the RUNOS were familiar with the activities that they were implementing, but not much about what other RUNOs were implementing, even if the other RUNO was implementing an activity within the Pillar they led. Similarly, most of the Grenada Pillar Leads and partners were familiar with what their Ministry, team or CSO was implementing, but not much about what the other teams, CSOs or Ministries were implementing, even within the Pillar they were a part of. There were assumptions that the use/overuse of online communication had allowed some participants in meetings to conveniently log-in but tune-out, and that the hectic pace at which most persons were required to work may have contributed to the deepening of this problem.

Compartmentalisation was a major challenge for the Programme, which was meant to be a comprehensive programme, resulting in different UN organisations, Government and CSO partners working together to address GEWE and EVAWG in Grenada. In response, the roles of RUNO Technical Leads and Local Pillar Leads would be emphasised, reminding implementing RUNOS, partners and grantees to share information with the Leads for reporting. In addition, attempts would be made to increase the frequency of Joint Pillar Team meetings and technical meetings with RUNOS and Local Pillar Leads. More importantly, the UNRC advised that he would confer with the Minister on adjusting the nature of the NSC meetings to facilitate greater sharing and feedback. The Representative of UN Women, who co-chairs the TCOC, indicated a similar approach for TCOC meetings.

Monitoring Contextual Risks

The Programme continued to monitor the contextual risks identified as:

- Natural hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities
- Failed Constitutional Reform on the Rights and Freedoms Bill
- Significant conservative discourse related to male marginalization, that men and boys as a group have been made vulnerable and marginalized as a result of women's progress.
- Novel Coronavirus (COVID-19) Pandemic causes extended shut down and shift in priorities

During 2021, natural hazards were not experienced in Grenada, Carriacou and Petite Martinique. However, the eruption of the La Soufriere volcano in the neighbouring island of Saint Vincent and the Grenadines impacted on the implementation of the Grenada Spotlight Initiative. The volcano started erupting effusively in December 2020 followed by explosive eruptions in April 2021 which affected the islands of Barbados and Grenada, Carriacou and Petite Martinique with varying levels of ashfall. As the UN agencies serving Grenada were based in Barbados and were also serving Saint Vincent and the Grenadines and other countries in the region, the UNRC and some of the RUNOs diverted some attention to St Vincent and the Grenadines to ensure that humanitarian and other assistance was available to the government and people of that country. Barbados also experienced Hurricane Elsa, a Category 1 hurricane, in July 2021. Combined those natural hazards indirectly affected implementation of the Programme in 2021.

The likelihood and impacts of the risks of failed constitutional reform and the conservative discourse about male marginalisation were reduced. Additional time had passed since the referendum, several programmes to address challenges faced by men had been undertaken or were ongoing, and the public calls for improvements in services to EVAWG indicated the reduction.

The risk of the coronavirus came to pass during August to November and was detailed in an earlier section of the report. However, it highlighted the need for a new risk to be monitored: that of international, regional, and/or national public health pandemics, epidemics or other international incidents as they could severely delay or halt project activities.

In addition, the Programme noted that in 2021, the political climate had begun to shift as general elections, which are constitutionally due by mid-2023, could be called at any time. Therefore, the political parties, including the sitting administration, intensified their activities in preparation for the election. The Programme realised that it was necessary to recognise that there was a risk that the attention of decision makers and legislators could be diverted away from legal and policy reform and other responses to GBV. It would also be expected that some of the public engagement and policy setting activities may be paused to facilitate the intense political campaigning once Parliament is prorogued and the election date is announced and until the new Parliament and Cabinet were engaged. In addition, the outcome of the general election could lead to a change in priorities, a shift in the decision-making architecture or a new administration in Government. It was noted that the change could be positive or negative for the results that the Programme was planning to deliver, and that mitigation efforts could facilitate a more positive outcome. Therefore, in 2022, the Programme would be engaging the key stakeholders in discussions to develop appropriate mitigating measures to prevent and address any possible negative impact of this democratic process.

Lessons Learned and New Opportunities

a) Lessons Learned

1. Implementation of "Pillar leads" and the "Joint Pillar teams" along with the associated coordination which occurred at the agency implementation level had sustained national commitment and created opportunities for collaboration among Government, civil society, and UN colleagues. This arrangement was described as "an innovation which brings people together; and working together works wonders."

2. The RUNOs needed to be "drivers of action". The impact of projects on complex (or wicked) problems such as VAWG could take a long time to be felt. However, implementation could be more strategic and focused on results, even at the output level. Strategic implementation could include: (i) identifying prerequisite (predecessors) and follow-on activities and arranging their timing to maximize results; (ii) application of more comprehensive or systems approaches to implementing foundational activities such as institutional strengthening and capacity building (iii) allocating sufficient personnel to guide and support implementation at the country level.

3. Implementation of Spotlight had created a sense of urgency to take action to end VAWG. However, it exposed structural challenges that should be resolved to enable effective implementation and sustainability.

4. Through Government engagement and participation, there was a greater sense of national ownership, commitment and sustainability of the Programme.

5. The role of WROs and CSOs was necessary for the success and long-term sustainability of the Programme. The Spotlight Programme required the support of WROs and other CSOs especially those that were involved in EVAWG, GBV and other related activities, despite their weaknesses. Their value-based contribution was evident from the design of the programme in providing guidance in selecting, evaluating and determining appropriate activities. The CSOs, women's groups and other community-based organisations provided a key channel to the target groups of the Spotlight Programme, while allowing for greater community participation. They continued to be key interlocutors and stakeholders for future success and sustainability.

6. There was need to be both proactive and reactive: The Spotlight Programme had demonstrated the importance of being proactive in leading change; scoping the environment and deriving the relevant corrective actions. The Programme had also demonstrated its ability to be cognizant of its operating environment and take corrective actions as the situation required. This was quite evident as the RUNOs responded to changes in their respective micro-environment.

7. Capacity development at the organisational level demanded visionary leadership, sound technical competence and the attention of decision-makers and policymakers at the highest levels.

b) New Opportunities

1. Commitment to inter-agency collaboration and the principle of One UN, was needed in words and action. The real or perceived absence of such cohesive coordination could affect the perception of the Programme as an example of UN Systems joint coordination efforts. There was need for specific targets and actions to be developed and agreed upon to help move the notion of One UN into reality, especially as the PCIU was based within the RUNO responsible for Technical Coherence instead of the UNRCO; and it was located in Grenada while the offices of the UNRCO and UN Agencies were based in Barbados. The Grenada Spotlight Programme represents what could be achieved (even in a pandemic) when UN Agencies work in a coordinated but streamlined manner. This methodology of work should be intensified.

2. Preparing the women's network and other CSOs to access direct funding from the European Union and other avenues for engagement was an opportunity to be explored. During the visit in November 2021, the Ambassador invited the civil society representatives to apply for funding through the EU CSO programme that would be advertised in 2022. The participants expressed concerns that, at their current capacity levels and the requirements for EU finding, they may be ineligible for such grants. They were advised and encouraged to form partnerships that would enable them to become eligible. Therefore, the Programme could support the organisations and their networks, especially the women's movement, to develop capacity to meet the criteria to access EU grants.

   Another opportunity for EU support to advance and complement the Programme's achievements was the EU instrument for technical assistance, TAIEX, as explained by the EUD to the Programme partners including Government representatives of the MOSDH&CE. It could facilitate knowledge exchanges between public officials from Grenada and EU Member States, for example on the implementation and functioning of the NGM gender focal points network, and gender mainstreaming within government policies and programmes.

3. There was an opportunity to create programmes for increasing the capabilities of women, especially victims of GBV, FV and other forms of violence, beyond what was traditional used as capacity building. For example, there could be a technical assistance programme for CSOs, feminists' organisations and autonomous organisations that are involved in advocacy and work on GEWE and EVAWG so that they could participate in the national, regional and international policy space, including the digital space on equal terms with

other groupings. Such spaces could include the Non-State Actors Panel, a mechanism recommended under the European Development Fund.

4. COVID-19 demonstrated the need for all peoples to have equal and unfettered access to good quality internet services in order to leverage and escalate the benefits of the virtual space. This recognition is a proxy call for exploring online opportunities and channels for victims and prospective victims of GBV. This opportunity should be explored within the current construct of the Spotlight Programme. However, lack of equity in internet access in Grenada revealed an opportunity to collaborate with governments and support CSOs in eliminating the digital divide. But there was a major concern that the target group is either on the verge of becoming or were already experiencing virtual fatigue or burn out as many persons may log on but do not follow the entire session, so effort must be made to balance its use.

5. Based on the trend of public expressions, the policy environment was conducive for implementation of the policies, laws and programmes on EVAWG Spotlight Initiative. However, the capacity gaps may hinder progress. In addition, the impending general elections could affect the pace and direction. Therefore, the Programme should use or create opportunities to address the gaps urgently and maximize results.

Innovative, Promising or Good Practices

During the year under review, the Spotlight Programme built upon the innovative practices which were developed during the first year of implementation (2020), in particular:

- Engaging the Government for high-level national leadership, which resulted in consistent and expanding political leadership and engagement of Government partners, as described in the section on Partnerships.
- Creating structures for increased partnership, technical coherence and programme cohesion by:
    - Maintaining and strengthening Joint Pillar Teams, as described earlier in this report. The model was shared with the Caribbean Spotlight Community of Learning, and its role in Participatory M&E with the Global community.
    - Ensuring that the Grenada Spotlight Community had opportunities to come together periodically, mainly for the purposes of learning and accountability.

During the reporting period, five (5) promising practices and two (2) good practice were utilised. These practices were:

1. Engagement with strategic stakeholders: The PCIU had developed the practice of regularly reaching out to RUNOs, and with Government and CSO partners to find out about progress, offer technical assistance, help identify synergies, strengthen alignment with the theory of change and results framework, provide updates, and so on. This practice was useful in keeping members motivated and focused.
2. Fixed weekly PCIU meetings: The PCIU had established weekly Team meetings. These meetings of personnel in the PCIU provided a platform for planning, reporting, sharing of field experiences, and providing a source of support. The practice of having a regular schedule for meetings could be applied to the other structures for governance and collaboration.
3. Celebrating results: The Programme Team had creatively, and seamlessly, introduced change language into discussions within the PCIU, with RUNOS and the Spotlight Community. In 2021, the Grenada Spotlight Community had two opportunities to focus on results – one was in a validation activity on the 2020 Annual Report, and the other was a celebratory event. The celebratory event on November 25, which gained prominence due to the presence of the EUD, also served to assist in linking the EUD with the local implementers, and key partners and grantees from all Pillars showcased their most promising results. In addition, the RUNOs were encouraged to identify and report on their results against the results matrix during their periodic updates throughout the year.

4. Learning Session with the Grenada Spotlight Community: held on July 8, on the topic "The Women's Movement and Civil Society Engagement in Grenada Spotlight Initiative". The objective of the session was to mobilize and motivate WROs and CSOs, including grassroots organizations, to apply for grant funding and participate in the implementation of the Spotlight Initiative.

5. Preventing the Spread of Infections at the Shelter: The Programme started in the same period when COVID-19 became a pandemic. In response, the Programme developed/ adapted and implemented a COVID-19 Response Guide for GBV Responders and the Guidance for Infection Control and Prevention for COVID-19 in Shelters. These, along with the retrofitting of the lone shelter for abused women and their children, prevented the transmission of infection at that facility.

The following two (2) good practices were applied to the Grenada Spotlight Programme.

1. Learning from the experiences from other countries: The MOSDH&CE was drawing from the experience and practice from St. Kitts and Nevis and from Jamaica in the development of a policy paper on the reintegration of adolescent mothers in mainstream education. Those two Caribbean countries had developed years of experience in integrating adolescent mothers, using different models. By consulting with them, and having them represented on an Advisory Committee, the Government of Grenada demonstrated its intent to learn from best practice, using South-South Cooperation, and combine that with the human rights framework to develop a solution. The Programme was also learning from experiences of developing the capacity of WROs and CSOs in Trinidad to re-design the CSO capacity-building programme for Grenada, Carriacou and Petite Martinique.

2. Monitoring and engaging the local media: Understanding the local context for implementing the Programme was critical. Outcome 3 was seeking to change harmful social norms and the socio-cultural elements of the context were crucial for identifying trends in order to respond to them. Those harmful social norms could be monitored through the talk shows and news in the local radio, television and social media. In addition, the media could help to provide insight for managing risks such as "significant conservative discourse related to male marginalization…" and offer trends about incidents, law and policy issues related to GEWE and EVAWG. Therefore, the Programme monitored the media and circulated links to recordings and stories that were considered most relevant to the Grenada context. As a result of the monitoring related to an incident when a man allegedly killed his ex-girlfriend, the Programme became concerned about the discussions concerning the victim's lifestyle and history. Therefore, the Team responded by asking a radio/tv programme host to allow the Team to talk about victim-blaming. The opportunity was granted, at no cost to the Programme. The Programme Team also offered to appear on other existing media programmes on other themes; it sometimes accepted invitations from media hosts to participate in their media programmes; and it submitted press releases and stories to amplify activities and results.

Communications and Visibility

a) Overview

During the period under review the Communications and Visibility Action Plan was implemented with much success. The Communication and Visibility Plan was grounded in the awareness that the Grenada Spotlight Programme was designed to confront national realities and challenges to develop a comprehensive programme to stop violence against women and girls occurring within the family or in relations akin to family, with specific focus on intimate partner violence and sexual abuse, especially child sexual abuse. It was implemented with four objectives:

- Raise awareness on the prevalence of family violence including gender-based violence and child sexual abuse in Grenada
- Illustrate and promote the impact and results of Spotlight-supported interventions
- Provide communications for development support to strengthen Spotlight Initiative's programme design and implementation
- Ensure Visibility for the Spotlight Initiative, its donors and partners

The plan included four main kinds of activities: information dissemination; innovative content creation to deliver audience-led solutions; facilitating public dialogue and outreach; and facilitating EU and UN visibility on the Spotlight Initiative to EVAWG and recognition of other partners. As a result, the Programme:

- Developed visibility and branding guidelines for the Grenada Programme which were disseminated and discussed repeatedly with RUNOs, partners and grantees. They were also used to review draft communications products and advise partners and grantees about correct application of the brand identity. The guidelines were based on the Global Guidelines.
- Invited media houses and hosts to include the Programme Team and Partners on selected radio, television and social media talk shows, and arranged for guests to participate.
- Prepared press releases, stories and articles on activities by partners and grantees. They were distributed to local media houses, including newspapers.
- Advertised calls for grantees and consultants issued by RUNOS using simple templates for social media circulation.
- Supported partners by making presentations to them on communications and campaigning when requested and engaging them to identify and prepare human interest stories that highlighted their work.

- Organised and hosted an event to celebrate results, incite high-level commitment and public excitement for Spotlight activities, and create media content. It was held on November 25, the International Day for the Elimination of Violence against Women and start of 16 Days of Activism against Gender Violence.
- Developed stories and radio clips to amplify key messages from the special event held on November 25. They were distributed throughout the 16 Days of Activism.
- Monitored the media to observe reports and discussions related to VAWG and GEWE to assess trends and inform responses, as needed.

As a result, there were 35 registered media events, and 28,800 social media hits. While a monitoring plan was not in place to effectively track these activities in 2021, due to the multiplicity of activities undertaken, it was reasonable to assume that over 70,000 persons were exposed to the various pieces of media at least once in 2021. A monitoring plan for communication products would be developed for 2022.

b) Messages

During the period under review, the Spotlight Initiative undertook a number of messaging, campaigns and public relations activities aimed at achieving the goals of the programme, which include changing some of the deep-seated cultural attitudes among the male population about the ownership of women and the inextricable acceptance of violence against women and girls, as a means to demonstrating that ownership. The Grenada Spotlight Programme identified the need to change such attitudes.

Some of the most impacting of messages and of campaigns included:

- **"Voices against Violence**". This was the theme of a poster campaign carried on social media. Message was targeted to the Grenadian young men to stop violence against women and girls. The main message was: **"Speak Out" and "GrenadaEndViolenceNow**". As part of the messaging, posters were designed and posted on social media channels. This campaign reached a broad section of the local community.
- Similarly, another message directed to men and boys aimed at changing the stereotype associated with what it means to be cool. The message carried was encapsulated as "**violence does not imply coolness. Rather being kind means being cool."**
- The other message was executed on the occasion of International Men's Day, a webinar with the title of **"Man in the Mirror**" was organized on November 18, 2021. The webinar aired on the Facebook page of the Ministry of Social Development, Housing and Community Empowerment. The main message focused on ending gender based violence with the theme **"Gender-Based Violence must be Abolished Against all genders – men and women".**

These messages were all carried via social media and terrestrial means reaching over 25,000 viewers collectively.

c) Media and visibility events

The most high-profile visibility events during the period under review were:

- **Graduation Ceremony – *Parenting, Health and Wellness Training*; by the National Parenting Programme, MOSDH&CE, July 28, 2021**: This programme combined parenting education with family violence prevention programming, including topics such as healthy relationships, sexuality, and positive discipline, so parents would be better able to practice norms, attitudes and behaviours that were based on equality between males and females and reduce the normalization of family violence. Graduates portrayed their learning through song and dramatic presentations, as well as through testimonials. Speaking at the event, the Hon. Delma Thomas, Minister for Social Development, Housing and Community Empowerment commended the graduates for understanding the importance of this initiative and said that "it is a crucial time for us to be able to provide guidance for parents and parents to be, on how you can take real, proper care of your children."

- **Graduation Ceremony, *Spotlight Entrepreneurship Programme*; by Grenada Ladypreneurs – Our Women Succeed (GLOWS), December 1, 2021:** The skills-training programme, implemented from May to November, was the first of its kind in Grenada. It aimed at supporting survivors to develop and implement a medium and long-term plan towards economic independence, recovery, autonomy, and skills development.

- **Graduation Ceremony, *From Boys to Men: The Journey to Manhood*; by the MOSDH&CE**: This was a programme developed by the Ministry to provide boys and young men with essential skills to navigate conflictual situations, facilitate capacity to reframe negative responses, reduce the number of young men entering the court system and build community resilience. The Prime Minister of Grenada attended this activity, bringing visibility to approaches for men and boys to reframe masculinity in the context of gender equality.

- ***Spotlight on Results: Ending Family Violence*, November 25, 2021:** This was a hybrid event that celebrated the results that had been achieved under the Grenada Spotlight Initiative by highlighting the contribution of activities implemented by partners and grantees towards ending violence against women and girls. This event, marking the start of 16 Days of Activism and the International Day for the Elimination of Violence against Women, also facilitated face-to-face engagement between the EUD and a small audience from the Grenada Spotlight Community. The social media live feeds and recordings attracted over six thousand views.

- ***Consultation with the Grenada Spotlight Community on the 2020 Annual Report*, May 6, 2021**: A validation exercise held to discuss the status of the Programme by receiving and giving feedback on the highlights from the 2020 Annual Report, receiving updates on the current status of implementation, and discussing the next steps for meaningful implementation of the Grenada Spotlight Initiative. Present were the EUD, UNRCO, RUNOS, Associated Agency, CS-NRG, government officials and civil society partners.

Campaigns

The national Spotlight Initiative Mobile Campaign was launched at the end of 16 Days of Activism with the theme "**Public Sensitization on the Go**". This campaign would be undertaken in 2022 to combat and end the prevalence of violence in Grenadian society, where it was estimated that 3 in every 10 women were emotionally abused by their partners. This programme reached over 600 viewers on social media with much more on the terrestrial local radio and television stations.

This campaign was expected to increase the awareness of the local population of the Spotlight Programme, as well as to contribute towards changing people's attitudes towards men's concept of ownership of and violence towards women and girls.

Human interest stories:

During the period under review, the Programme was able to produce and disseminate a human story via social media. "**I know I'm Not alone".** It told the story of a Survivor, a woman, who benefitted from counseling services to overcome the physical and psychological violence suffered at the hands of a violent perpetrator. The services were provided by the Sweetwater Foundation, a grantee and implementing partner in the Grenada Spotlight Programme.

Testimonials:

The Grenada Spotlight Initiative Programme attracted some commendable comments from its partners. These testimonials reflected the benefits experienced by different members of the Spotlight Community during the 2021 reporting period.

While commenting on the impact of the investment that was being made by the programme, Mrs. Chrissie Worme-Charles, Permanent Secretary at the Ministry of Social Development, Housing & Community Development, noted,

> *"Because of the investment in the Spotlight Programme, women are given a voice; a special platform for their voices. It is one of the best investments made by the UN Agencies and other Partners, like the EU".*

Additionally, Dr. Dessima Williams, the Founder/Executive Director of GRENED, a grantee within the Spotlight Programme, while commenting on the need for, and continuation of, the programme stated,

> *"The Spotlight Programme is a good one and should continue. It should be integrated into the school's curriculum at the secondary level."*

During the Graduation Ceremony for the National Parenting Programme's Parenting, Health and Wellness Training, one of the graduates testified about the impact of the training on her relationship with her children. She said,

> "*I am now more comfortable discussing certain things with them, such as relationships and education*."

Her Excellency Malgorzata Wasilewska, Ambassador, Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD) urged everyone to get involved in EVAWG. When speaking at the event "Spotlight on Results" held in commemoration of the start of 16 Days of Activism, she commended the programme for the actions taken and results achieved so far. She went on to highlight that VAWG remained one of the most devastating and widespread violations of human rights worldwide, and so, she said:

> "*Ending such violence should not remain a utopia but should become a reality. We cannot sit and hope for better times ahead, because they would not come if we do not act now.*"

Her Excellency's clarion call to action would inspire the Programme for the remaining period of its implementation – the Programme would "*Act Now*" by supporting government and civil society partners to convert the dream of EVAWG, and their commitments, into a reality for the women and girls of Grenada, Carriacou and Petite Martinique.

Photos:

Collection of screenshots of Presenters and Speakers at the Consultation on the 2020 Annual Report, May 6, 2021 (Photo compiled by Anika Davis, 2021)

Members of the CS-NRG at their Retreat, held on June 19, 2021 (Photo by Adisa Charles, 2021)

The Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD), led by Her Excellency Malgorzata Wasilewska, met with representatives from civil society and the CS-NRG in Grenada on November 2021 (Photo by Modern Photo Studios, 2021)

Photo: Minister for Social Development, Housing & Community Empowerment, Delma Thomas, speaking at the launch of the mobile campaign on December 10, 2021

Videos:

Message by Minister for Education, Human Resource Development, Religious Affairs, and Information the Hon. Emmalin Pierre to close the Annual Global 16 Days of Activism against Gender-Based Violence

https://fb.watch/bp2XC_5-vL/ or

https://www.facebook.com/NOWGrenada/videos/877661816274811

Spotlight on Results

Full Recording: https://fb.watch/9AF0E3WAaL/

Six Videos were produced to highlight the work done by partners working on Essential Services. Links are not yet available.

Next Steps

The Grenada Country Programme was at the end of the second year of implementation, which had brought results and progress towards the targets, though with some challenges and limitations. During the period under review, a number of lessons emerged covering the programmatic, operational, and management dimensions of the Programme. By the end of the year, the Mid-term Assessment was being conducted, with the report expected within the first quarter of 2022.

The Programme was also at a point where three main components in the environment for implementing change were in place:

- Political will/commitment to effect change: Government had recognized VAWG as a national priority
- Investment in the change: EU and UN were providing financial and technical support
- Readiness for the change: Public was calling for effective action to address VAWG

Based upon the foundation that had been laid and the existing environment, the following next steps were identified for implementation:

1. Consider the findings and recommendations from the Mid-term assessment and use them to inform decisions regarding Programme execution for 2022-23.
2. Leverage the existing cohesive relationship forged between the EUD, UNRCO, RUNOS, PCIU, CS-NRG, implementing partners, grantees, and stakeholders and build upon them to intensify implementation of the agreed work programme under the different pillars, and ensure that implementation is aligned as closely as possible to the Theories of Change and the Results Matrix. Of necessity, urgent attention would be given to comprehensive capacity development and institutional strengthening of government institutions, women's rights organisations and CSOs working in the area of GEWE and EVAWG, as this would impact the quality of delivery of other targets.
3. Continue to build and strengthen the mechanisms for governance, inter agency coordination and implementation, and facilitate the execution of the Programme in accordance with the Country Programme Document, the Fund Operations Manual and other relevant guidelines, principles and standards.
4. Regularise the schedule of Joint Pillar Team meetings in the coming year to capitalise on the potential that it offers for comprehensive and cohesive programming, as well as PME.
5. Expedite efforts at finalising and publishing critical knowledge products in line with the relevant Spotlight guidelines as part of the legacy of the first phase of the programme.

6. Implement a series of learning sessions for the local Spotlight Community to strengthen the theoretical base for implementation in alignment with the theory of change, increase adherence to the guidelines including for visibility and branding, create synergies among implementers, and foster networking.

7. Increase the presence and visibility of the Grenada Programme on the Global Spotlight communication channels and strategically manage its presence in the local media.

8. Seek and utilise proven and creative processes and strategies that would build sustainability into programme delivery and facilitate seamless exit upon the completion of the Programme.

9. Endeavor to enhance the contribution of M&E to the management and execution of the programme by deepening and enhancing the role of M&E in all components of programme delivery, including working with RUNOs, to help resolve some of the operational and programmatic challenges which have affected the implementation of the programme during the 2020-21 implementation cycles. For example, data collection forms and partner reporting forms must be synchronised with the reporting matrix to continuously capture relevant data to measure progress in the indicators.

10. Monitor and take deliberate steps to mitigate challenges and risks that may impact the delivery and success of the programme, including, but not limited to: capacity development and institutional strengthening of critical government institutions and the women's movement; the trajectory of the COVID-19 pandemic; the course of next national general elections in Grenada; and the other challenges and risks that were identified in this report. Significant attention would be given to supporting both Government and civil society, especially the women's movement and the national machineries on GEWE and EVAWG, to create, utilise and retain capacity at the organisational and institutional levels.

11. Capitalise on the socio-cultural environment created through public demands to address gender-based violence in Grenada, Carriacou and Petite Martinique and the continued public engagement by Programme partners to ensure attainment of transformational outcomes under Spotlight.

12. Conduct intensive training for staff members of the institutions that provide essential services.

Annexes

Annex A: Results Framework

Reporting against the Results Framework will be captured through SMART (the Spotlight Monitoring and Reporting Tool – previously named "Jotform"). Based on the reporting data you've submitted to SMART (along with the baseline forms), the Secretariat will generate Annex A for your programme and your review.

Annex B: Risk Matrix

Please fill in Annex B and share it with us when submitting your annual report; please include a link to Annex B in the report, as well.

Annex C: CSO Engagement Report

Please fill in Annex C and share it with us when submitting the report; please include a link to Annex C in the report, as well.

Annex D: Innovative, Promising or Good Practices Reporting Template

Please fill in Annex D and share it with us when submitting the report; please include a link to Annex B in the report, as well.

Annex E: Annual Work Plan

Please share (and include a link here) the Annual Work Plan corresponding to the reporting period and for the coming year. Programmes that have a Phase I carry-over period until June 2022 are asked to submit an AWP for 2021 and covering the first six months of 2022. Programmes with Phase II approval (or those that expect Phase II approval soon) are asked to submit a full 2021-2022 AWP. If already approved by your Steering Committee, please include the relevant signed minutes. No other details are required. For further guidance on AWPs, kindly refer to Chapter 7 of our Operations Manual.

Annex A

Results Framework

Outcome 1 Summary table

Outcome Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Legal Age of Marriage				
Indicator 1.1 Laws and policies on VAWG/HP in place that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations.	0.25	0.25	0.25	0.00	
	Parental Authority in Marriage				
	0.00	0.00	0.00	0.00	
	Parental Authority in Divorce				
	0.00	0.00	0.00	0.00	
	Inheritance Rights of Widows				
	0.00	0.00	0.00	0.00	
	Inheritance Rights of Daughters				
	0.00	0.00	0.00	0.00	
	Laws on Domestic Violence				
	0.25	0.25	0.25	0.00	
	Laws on Rape				
	0.25	0.25	0.25	0.00	
	Laws on Sexual Harassment				
	0.75	0.75	0.75	0.25	
	National Level				
Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner.	Evidence-based Rights of all women & girls Participatory Development	Evidence-based Rights of all women & girls Participatory Development	Evidence-based Rights of all women & girls Participatory Development	Evidence-based Costed M&E framework Rights of all women & girls Participatory Development	The Action Plan of the National Gender Equality Policy and Action Plan is being revised and costed. No Sub-National Action Plans will be developed or strengthened in this Programme.

Output Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Developed or Strengthened				
Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year.	0	2	1	5	Legal Review was completed. Position Papers were drafted, identifying the proposed policy direction for Legal Reform in five themes: child protection; sexual offences; domestic violence; family (maintenance and property) rights; and victims rights. 17 Bills were drafted in accordance with the five Position Papers. Consultations will continue into the next year.
Indicator 1.1.3 Number of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year.	0	2	1	4	Name of Laws/Policies: National GBV Victims Survivors Rights Policy for Grenada, Sector or Topic: Human rights, Significant Inputs from Advocates?: Yes, Has it been ratified/Adopted?: No - draft
	Parliamentarians				
Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year.	0	25	1	25	The same group of parliamentarians will recieve training every year. Different activities will be done each year.
	Women Parliamentarians				
	0	8	1	8	
	Human Rights Staff				
	0	10	13	10	
	Women Human Rights Staff				
	0	5	11	5	
	National				
Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year.	Evidence-based Needs of ALL women & girls	Evidence-based Needs of ALL women & girls	*see comment box for reporting list of action plans*	Evidence-based Needs of ALL women & girls	Action Plan: National Gender Equality Policy and Action Plan, Sector: Gender Mainstreaming, Over reporting period: Evidence-Based Needs of All Women & Girls

Outcome 2 Summary table

Outcome Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Coordination Mechanism?				
Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups.	Yes	Yes	No	Yes	Research was conducted to develop the model for one national and four subnational (local) coordinating mechanisms on EVAWG, and one National Gender Equality Commission. Consultations are ongoing.
	Health				
Indicator 2.3 Extent to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards.	Low integration	Low integration	Medium integration	Medium integration	
	Education				
	Low integration	Medium integration	Medium integration	Medium integration	
	Justice				
	Medium integration	Medium integration	Medium integration	Medium integration	
	Security				
	Medium integration	Medium integration	High integration	High integration	
	Social Services				
	Medium integration	High integration	High integration	High integration	
	Culture				
	Low integration	Low integration	Low integration	Low integration	

Output Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
Indicator 2.1.2 Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP.	Yes	Yes	Yes	Yes	
Indicator 2.1.5 Number of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards.	0	2	0	4	A training module, GBV 101, was drafted and piloted. Five training institutions participated in the pilot: • Police Training School • T.A. Marryshow Community College • St George's University • Grenada National Training Agency • IMANI Training Programme, Ministry of Youth However, the institutions have not yet incorporated

Indicator 2.1.6 Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year.	**Government Officials**				74 additional women and men were reached by distributing the resources, including the recording of the sessions, via email.
	0	182	91	232	
	Women Government Officials				
	0	100	74	125	
Indicator 2.1.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year.	**Government Officials**				
	0	70	64	90	
	Women Government Officials				
	0	45	61	55	
Indicator 2.1.8 Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors, within the last year.	**Government Officials**				
	0	33	47	44	
	Women Government Officials				
	0	18	37	21	
Indicator 2.1.9 Number of women's rights advocates with strengthened capacities to support the integration of ending VAWG into the development plans of other sectors.	0	30	50	35	
Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	N/A there is no coordination mechanism	With a clear mandate and governance structure	N/A there is no coordination mechanism	Established at the highest level Composed of relevant stakeholders With a clear mandate and governance structure With annual work plans	
Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms in place that include representatives of groups facing multiple and intersecting forms of discrimination.	0	2	0	3	The national and sub-national coordination mechanisms have not been set up. Civil society organisations representing marginalized groups participated in the consultations that contributed to the draft.

	Government Officials				
Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year.	0	15	0	15	Meetings were held to start planning for the introduction of GRB. Some of the preparatory work commenced, but the Government Officials do not yet have increased knowledge, capacities and tools. However, during the presentation of the National Estimates of Revenue and Expenditure 2022, the Government stated that it will introduce GRB.
	Women Government Officials				
	0	10	0	10	

Outcome 3 Summary table

Outcome Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/ intimate partner.	42%	35%	42%	30%	Unable to report on change due to the absence of survey data in 2021.
Indicator 3.3 Existence of with at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner.	5	1	5	8	These programmes existed before the Spotlight Initiative started. In 2021, the Grenada Spotlight Initiative facilitated the following: • Foundations Programme: training of 21 trainers for its introduction into Grenada at the community level • Batterer Intervention Programme: developing a community model and training of facilitators • National Parenting Programme: Addition of modules for the prevention of family violence and promotion of comprehensive sexuality education, and scaling up public education and outreach • Child-Friendly Schools Initiative: introduce teachers and principals of primary schools to information aimed at prevention of family violence, promotion of comprehensive sexuality education and gender responsive approaches to violence prevention in schools. • Health and Family Life Education Curriculum: introduce teachers and guidance counsellors of nine primary and secondary schools to the integration of topics/content on gender equality and EVAWG into the delivery of curriculum in the classroom.

Output Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	In-School Programmes				
Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights,within the last year.	0	470	0	940	Schools conducted classes online for most of the year due to the COVID-19 pandemic. Therefore, no in-school sessions were held. The out-of-school programmes held in 2021 targeted boys only.
	In-School Programmes Girls				
	0	235	0	470	
	In-School Programmes Boys				
	0	235	0	470	
	Out-of-School Programmes				
	0	50	198	100	
	Out-of-School Programmes Girls				
	0	25	0	50	
	Out-of-School Programmes Boys				
	0	25	198	50	
Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year.	0	200	116	400	Data was not disaggregated by sex and age group.
Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	0	40,000	147,749	75,000	The data could not be disaggregated as the activities were mainly via social media. They also reached people beyond the shores of Grenada, Carriacou and Petite Martinique.
	Total				
Indicator 3.2.3 Number of men and boys who regularly attend gender transformative programmes addressing violent masculinities and men's violence towards women and girls in community centres, schools and other relevant spaces, within the last year.	0	150	38	300	COVID-19 regulations affected the size of the population reached. The activities only targeted boys.
	Men				
	0	100	0	200	
	Boys				
	0	50	38	100	

Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year.	3	8	3	8	Campaign Title: Voices against Violence, Sector: Public, Communication Channel: • TV • Radio • Social Media/Online Campaign Title: 16 days of Activism, Sector: Public, Communication Channel: • TV • Radio • Social Media/Online Campaign Title: End Violence Against Women, Sector: Public, Communication Channel: • TV • Radio • Social Media/Online
	EVAWG Policies				
Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year.	0	2	0	5	
	EVAWG Policies including LNOB				
	0	2	0	5	
	Decision Makers				
Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights, within the last year.	0	75	17	175	COVID-19 regulations affected these results
	Women Decision Makers				
	0	40	16	90	

Outcome 4 Summary table

Outcome Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Women				
Indicator 4.1 Number of women and girls, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence and seek help, by sector.	698	825	1,196	3,210	Data from the Health Sector is not available
	Girls				
	200	250	268	975	

	Reported				
Indicator 4.2 a) number of VAWG cases reported to the police; b) number of cases reported to the police that are brought to court; and c) number of cases reported to the police that resulted in convictions of perpetrators.	824	850	829	3,349	System for tracking of cases through the Justice system is not set up.
Output Indicator	**Baseline**	**Milestone 2021**	**Results for Reporting Period (2021)**	**Target**	**Reporting Notes**
	Developed				
Indicator 4.1.3 Existence of national guidelines or protocols that have been developed and/or strengthened in line with the guidance and tools for essential services.	No	Yes	Yes	Yes	National Standard Operating Procedures (SOPs) for Gender Based Violence in Grenada, Gender-based Violence Referral Pathway, COVID-19 Response Guide for GBV Responders, Guidance for Infection Control and Prevention for COVID-19 in Shelters
	Strengthened				
	No	Yes	Yes	Yes	
	Government Service Providers				
Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year.	0	10	111	50	Several online and face-to-face training activities were conducted for workers of institutions that provide services to victims and survivors. Some of the same persons participated in various courses, as they are the staff members in those institutions. The raw data was screened to reduce the probability of double counting.
	Women Government Service Providers				
	0	5	95	35	
	Women's Rights Organizations				
Indicator 4.1.5 Number of women's rights organisations who have increased knowledge and capacities to deliver quality, coordinated essential services to women and girls' survivors of violence, within the last year.	0	4	2	6	In total, 7 CSOs were supported to increase their capacity to deliver services
	LNOB				
	0	2	3	3	
	Grassroots				
	0	1	0	1	
	Developed				
Indicator 4.1.9 Existence of national guidelines or protocols for essential services that have been developed and/or strengthened that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination.	Yes	Yes	Yes	Yes	The SOPs were developed in 2020, and strengthened in two ways in 2021: • addition of the Referral Pathways • approval by the Cabinet of Ministers for implementation in Grenada, Carriacou and Petite Martinique.
	Strengthened				
	Yes	Yes	Yes	Yes	

	a) Girls with ACCESS to ES				
Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased **ACCESS** to **a) to quality essential services and b) accompaniment/support initiatives, including longer-term recovery services,** within the last 12 months	2,500	3,500	3,500	5,000	
	a) Women with ACCESS to ES				
	7,500	9,000	8,500	10,000	
	b) Girls with Access to Recovery Services				
	150	250	180	300	
	b) Women with Access to Recovery Services				
	100	250	362	300	
	Strategies Designed				
Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination.	Yes	Yes	Yes	Yes	Name of Strategy: Strategy to Guide Social Mobilization around the Role of Justice Service Providers as Duty Bearers in the Prevention of Gender and Family Based Violence, Modality of Intervention: Education, including LNOB?: Yes Name of Strategy: Sign Language Training for Staff of Institutions that provide essential services, Modality of Intervention: Provision of services, including LNOB?: Yes Name of Strategy: Assigning Case Managers (Social Sector) to Police Stations , Modality of Intervention: Provision of Services, including LNOB?: Yes Name of Strategy: Referral Pathways, Modality of Intervention: Provision of Services, including LNOB?: Yes Name of Strategy: Two-Year Strategy for engaging the Private Sector and Trade Unions, Modality of Intervention: Safe Spaces for Women in the workplace, including LNOB?: Yes
	Strategies Designed that include LNOB				
	No	Yes	Yes	Yes	

Outcome 5 Summary table

Outcome Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Prevalence				
Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time	Yes	Yes	Yes	Yes	
	Incidence				
	Yes	Yes	Yes	Yes	

	IPV				
Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, family violence, harmful practices when relevant, and trafficking and femicide) at country level	No	Yes	No	Yes	The system to be developed for collecting administrative data will produce statistics on intimate partner violence, domestic/family violence and femicide. The Programme will not be monitoring nor responding directly to FGM, child marriage or trafficking.
	Femicide				
	No	Yes	Yes	Yes	
	Family Violence				
	No	Yes	No	Yes	
Output Indicator	**Baseline**	**Milestone 2021**	**Results for Reporting Period (2021)**	**Target**	**Reporting Notes**
Indicator 5.1.2 A system to collect administrative data on VAWG/HP, is in place and in line with international standards, across different sectors	4. Security 5. Social Services	3. Justice 4. Security 5. Social Services	4. Security 5. Social Services	3. Justice 4. Security 5. Social Services	Research and design of the development of a harmonised data system commenced in 2021. Administrative data continued to be available from the security (policing/law enforcement) and the social sectors.
	Knowledge products				
Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months	2	8	5	20	Sector: Multisector, Topic: Service Delivery, Title: Desk Review of Standard Operating Procedures Addressing Gender Based Violence in Grenada Sector: Multisector, Topic: Service Delivery, Title: Rapid Situational Analysis of GBV Services in Grenada Sector: Multisector, Topic: Human Rights of Victims and Survivors, Title: Desk Review to Support Development of a Victims Rights Policy for Grenada Sector: Justice, Topic: Law Reform, Title: A Comparative Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls Sector: Data , Topic: Assessment, Title: Situation Analysis for VAWG Data Collection
	Government Personnel				
Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	0	22	20	42	In addition, 9 persons from the Central Statistical Office, and 3 others, also increased their capacity.
	Women Government Personnel				
	0	12	12	24	
Indicator 5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	0	15	2	20	

Outcome 6 Summary table

Outcome Indicator	Baseline	Milestone 2	Results for Reporting Period (2021)	Target	Reporting Notes
Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, Including those representing youth and groups facing multiple and intersecting forms of discrimination/ marginalization, increase their coordinated efforts to jointly advocate on ending VAWG	5	10	3	20	Grenada National Organisation of Women, Soroptimist International of Grenada and Legal Aid and Counselling Clinic collaborated to hold a public sensitisation activity on the grounds of a shopping mall in the city.
Indicator 6.2 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	2	3	10	10	
Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG	0	14	10	30	

Output Indicator	Baseline	Milestone 2021	Results for Reporting Period (2021)	Target	Reporting Notes
	Youth				
Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year.	3	5	3	5	
	LNOB				
	6	2	6	10	
Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year	0	10	10	20	

Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year	0	10	7	20	Small grants, Implementing Partners
	CSOs with strengthened capacities				
Indicator 6.3.1 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.	0	4	9	15	

Annex B

Risk Management Report

Country Programme / Regional Programme: Grenada Country Programme
Reporting Period: 01 January 2021 – 31 December 2021

Instructions: Kindly refer to the Risk Management Matrix in your approved Spotlight Country/Regional Programme Document to report in the below matrix on how your programme has managed all identified risks during the reporting period. Should new risks have arisen, please include them clearly in the Risk Management Matrix below, denoting [NEW RISK] and use this matrix moving forward. Please also update the section on 'Assumptions' as necessary.

Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal)			**Risk Monitoring:** How (and how often) did your programme monitor the risk(s) during the reporting period?		**Addressing the Risk** Please include the mitigating and/or adaption measures taken during the reporting period.	**Responsible Person/Unit**
Risk Please include new risks, if any, denoting these with [New Risk]	**Likelihood:** Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	**Impact:** Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	**Periodicity**	**Source for Monitoring**		
Contextual risks						
Natural hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities	4	5	Continuously	Media reports and Country Security Focal Point	The Programme is aligned to the UN Business Continuity Plan for Barbados and the Eastern Caribbean. Through this mechanism, the Security Focal Point for Grenada provides information and manages those risks. In addition, a meeting of the PCIU was held to discuss ways to make the Business Continuity Plan relevant to the Programme. The PCIU also discussed mitigating and response measures if a hazard occurred. A written plan would be developed.	UNRCO and PCIU
Failed Constitutional Reform on the Rights and Freedoms Bill	2	3	Quarterly	National Policy Statements, local media	Government has expressed commitment to gender equality and a rights-based approach, as demonstrated in priorities and actions. RUNOs have taken the responsibility to build the capacity of CSOs, the National Gender Machinery (Division of Gender and Family Affairs within the Ministry of Social Development, Housing and Community Empowerment) so that they can continue to advocate, build and implement effective GEWE and EVAWG programmes beyond Spotlight. The public is more sensitised to the problem of VAWG and is increasingly calling for actions to end it. Given the amount of time since the Referendum, this risk has reduced.	UN Women, UNDP, PCIU
Significant conservative discourse related to male marginalization, that men and boys as a group have been made vulnerable and marginalized as a result of women progress.	3	3	Quarterly	Action Plans, materials being produced, discussions with stakeholders	The UN System continued to work with government and CSOs to sensitise all stakeholders, including programme beneficiaries and implementers, that focus on FV, IPV and child sexual abuse aims at improving the quality of life and life chances for women and girls, and that does not mean that gains made to eliminate family-based VAWG and empower women and girls would result in marginalization and discrimination of men and boys. The Spotlight Guidance Note on Engaging Men and Boys was re-shared with relevant partners, when necessary.	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU

Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal)			**Risk Monitoring:** How (and how often) did your programme monitor the risk(s) during the reporting period?		**Addressing the Risk** Please include the mitigating and/or adaption measures taken during the reporting period.	**Responsible Person/Unit**
Risk Please include new risks, if any, denoting these with [New Risk]	**Likelihood:** Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	**Impact:** Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	**Periodicity**	**Source for Monitoring**		
Novel Coronavirus (COVID-19) Pandemic causes extended shut down and shift in priorities	5	4	Weekly	COVID-19 Dashboards and announcements of Regulations by the Governments of Barbados and Grenada. UN Updates	The AWP was revised to include strategies for remote work by key partners and facilitate increased capacity to deliver online services and training; A COVID-19 Response Plan was developed and implemented	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU
NEW RISK: International, Regional and/or national public health pandemics, epidemics or other international incidents could severely delay or halt project activities	2	4	Weekly	International media, UN Briefings	The UN business continuity plan is in place	UNRCO & PCIU
NEW RISK: Political climate and upcoming general elections divert attention of decision-makers and Legislators away from legal and policy reform and other responses to EVAWG, or the results change the policy direction either towards or away from EVAWG, or cause a shift in decision-making architecture	5	4	Weekly	Grenada Government Information Service, Local Media	Balance invitations to all poliitical organisations and other key stakeholders; include all major political organisations as stakeholders; and address interests diplomatically	UNRCO, PCIU
Programmatic risks						
Project risks being inadequately financed, following its medium term review, and may require a reduction in the activities to be completed.	3	3	Quarterly	Programme Budget, Notice of approval of Phase 2	The Programme has accelerated delivery, and through the mantra “move money meaningfully,” it focused on activities, processes and ouputs that were transformational and sustainable. It worked towards qualifying for Phase 2, so it would be allowed to continue the Programme beyond the mid-term review.	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU
Reluctance of state institutions to share VAWG and family violence data generated	2	3	Quarterly	Partner Reports	“National administrative data remains unavailable; however, no reluctance was observed regarding available data from institutions, nor of national prevalence data. A system for national administrative data will be developed. It will include protocols for collecting, processing and diseminating data. Training for stakeholders on data collection on new tools targeting the Police Force, the Ministry of Social Development, Supreme Court Registry, Statistical Division and CSOs will develop skills and willingness to apply the system. A National Data Hub will be created for administrative records relating to violence against women and girls. Further, the natioinal and sub-national Coordination teams will monitor relevant trends for prevention and response. “	UNDP, PCIU

Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal)			**Risk Monitoring:** How (and how often) did your programme monitor the risk(s) during the reporting period?		**Addressing the Risk** Please include the mitigating and/or adaption measures taken during the reporting period.	**Responsible Person/Unit**
Risk Please include new risks, if any, denoting these with [New Risk]	**Likelihood:** Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	**Impact:** Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	**Periodicity**	**Source for Monitoring**		
NEW RISK: Reluctance of CSOs to share detailed information on progress, provide evidence of implementation and results, and provide financial information.	4	3	Monthly	Partner Reports	Began one-on-one meetings and monitoring visits with Partners and Grantees; Recognised need to develop standard reporting tools suitable for specific indicators to be used by all programme partners and grantees.	RUNOs, PCIU
NEW RISK: Compartmentalisation or division of tasks within and between Pillars implemented by government, CSOs and RUNOs challenge the cohesiveness of the Programme	4	3	Monthly	Programme monitoring	The agendas of the NSC and TCOC Meetings were reconsidered to foster greater interaction; common C4D messaging was developed; plans were made to develop operational guidelines; Joint Pillar Teams were formed for each Pillar	RUNOs, PCIU
Implementation readiness for January start date, especially for CSOs	4	4	Monthly	Partner Reports	This remained a risk in the context of low technical capacity to implement many activities. Strengthening the capacity of the Government, the women's movement and other civil society organisations was identified as a priority. Work with CSOs is planned especially in capacity building to help equip, enhance and retain the skills of CSOs and women's rights groups in Grenada so that they can adequately perform and implement their activities under the Project. Resources will also be made available to assist where necessary to prevent further delays. Check-ins were done with awarded CSOs to get feedback and provide guidance on the way forward.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU
Resistance to messaging re gender equality, changing social norms, and vulnerable groups.	3	2	Continuously	Media monitoring	It is expected that these ingrained ideas will take a long time to change, but there were anecdotal indications of change towards reduced tolerance for VAWG. Activities were planned within all Pillars to address this resistance. The Joint Pillar Team for Pillar 3, supported by the Programme Team, developed communication for development (C4D) and social and behaviour change communication (SBCC) messaging to be applied across programming areas. The Programme supported partners in their messaging and targeting.	UN Women, PCIU
Capacity of CSOs involved in multiple programmes, activities, and/or communities.	5	4	Monthly	Monitoring Pillar 6 activities and CSO engagement in other Pillars	The programme management plan has alerted managers of this problem, and the AWP for Pillar 6 has been modified to identify and help bridge the capacity gaps. A Field Coordinator was being recruited to work with the CSOs engaged under Pillar 6.	UN Women, UNDP, UNICEF, PAHO/WHO
Small number of persons in-country with technical capacity in gender, GBV and human rights	5	3	Quarterly	Number of active organisations and individuals involved	Increase technical coherence activities; provide training to partners; institute systems for knowledge sharing; monitor quality and content of outputs by partners and consultants	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU

Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal)			**Risk Monitoring:** How (and how often) did your programme monitor the risk(s) during the reporting period?		**Addressing the Risk** Please include the mitigating and/or adaption measures taken during the reporting period.	**Responsible Person/Unit**
Risk Please include new risks, if any, denoting these with [New Risk]	**Likelihood:** Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	**Impact:** Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	**Periodicity**	**Source for Monitoring**		
Institutional risks						
Lengthy process of signing of Contracts and Agreements (or equivalent) by UN agencies, partners and relevant government institutions, including the Office of the Prime Minister, delaying commencement of project implementation	5	4	Monthly	Monitoring lapse between drafts and decisions	RUNOs have (1) utilised the processes with the shortest time frames for the programme, such as small grants, and COVID-19 response processes to recruit partners. The programme has tried to be more strategic and reduce the number of consultants recruited. The Programme also advertised for Consultants and partners through direct means, and advertise in Grenada, while maintaining the principles of competition and transparency.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU
Time needed to operationalize the proposed information management system.	5	4	Monthly	Security, availability and accessibility of Programme records and other Information	Proposal for management of Programme records and other information was developed and tested.	PCIU, RCO
Participation of government and development agencies (e.g. UN and EU) in the interim or National CSO reference group.	2	4	Quarterly	Attendance registers	The CS-NRG membership is per the guidelines, and consists only of persons from the CSOs. There has been no participation of government in any of the CS-NRG Meetings. UN Women has participated in meetings to support the NRG, other RUNOs participate to provide information, when invited. The PCIU provides support. The agenda and outcomes of the meetings were directed by the CS-NRG.	PCIU, RCO
Too much time is used in governance and coordination involving the same people in several meetings, thus resulting in diminishing returns	4	3	Monthly	Numbers of various meetings planned, lists of invitees and attendees	Differentiate duties and agendas of the various committees and teams; schedule meetings in advance and provide adequate notices; avoid frequent meetings with the same core individuals except with their consent	UNRCO, PCIU, UN Women, UNDP, UNICEF, PAHO/WHO
Fiduciary risks						
CSOs may not have the institutional or absorptive capacities	5	4	Monthly	Reports from RUNOs, monitoring visits to CSO partners and grantees, number of WROs and CSOs that express interest but do not qualify for grants.	The Programme embarked on a CSO mapping/assessment and capacity development; Discussion and drafting of a Strategy for engaging the CSOs.	PCIU, RUNOs

Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal)			**Risk Monitoring:** How (and how often) did your programme monitor the risk(s) during the reporting period?		**Addressing the Risk** Please include the mitigating and/or adaption measures taken during the reporting period.	**Responsible Person/Unit**
Risk Please include new risks, if any, denoting these with [New Risk]	**Likelihood:** Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	**Impact:** Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1	**Periodicity**	**Source for Monitoring**		
NEW RISK: Government may not have the institutional or absorptive capacities to fully implement all of the components of the Programme that require State intervention in a timely manner or to sustain them over time.	5	5	Monthly	Reports from RUNOs, monitoring visits to Government partners. Ability of Government Agencies to enter into direct agreements with RUNOs.	The Programme started the research for building/strengthening institutions at institutional and organisational levels. It has also started to deliver training activities to strengthen capacity at the individual level.	PCIU, RUNOs

Assumptions:

- There is political will and high-level buy-in and commitment to realise the outcomes of the Spotlight Initiative in Grenada.
- Data access will be readily available to inform the design, implementation and monitoring of prevention programmes.
- Adequate financial and human resources will be available to support the successful implementation of the Grenada Country Programme.
- Through gender responsive budgeting, the budgetary allocations and investments necessary to ensure that the project results are sustained over time will be made.
- The CS-NRG, as well as the partnering CSOs individually will continue to be active participants in the programme.
- The public will continue to call for improvements in the laws, policies and responses to gender-based violence.
- The Covid-19 spike which Grenada experienced from August 2021 will subside significantly.

Annex C

CSO Engagement Report

Country/Regional Programme: Grenada Spotlight Initiative to End Violence Against Women and Girls
Reporting Period: This is a Cumulative Report Since the Start of the Spotlight Programme Until 31 December 2021
Total budget for Civil Society Reference Group's (CSRG) workplan since programme start: USD 4,880.00
Submission deadline: 31 Jan 2022 (ahead of the Programme Report)

Instructions: Please include any award signed since the start of the programme (or done with the pre-funding). Record the full value of the award (all tranches included), even if it extends beyond the reporting period. Reminder that 30-50% of Spotlight Programme funds are to be delivered via CSOs. Of that funding to CSOs, 50-70% should be delivered via national, local and grassroots organisations.
New 2021 definitions BELOW the table. To add a row under an Output, simply copy and paste an existing empty row.

Name of Recipient UN Organisation (RUNO) funding the CSO	**Outcome**	**Output**	**Name of Civil Society Organisation (CSO)**	**Type of CSO** (important definition below table) (Please only use drop-down menu ONLY)	**Primary Vulnerable/ Marginalised Population Supported by Award** (important definition below table) (Please only use drop-down menu ONLY)	**Modality of Engagement** (important definition below table) (Please only use drop-down menu ONLY)	**Total Award Amount (USD)** (important definition below table)	**Is the awarded CSO sub-granting or sub-contracting to other CSOs (or neither)?** (important definition below table) (Please only use drop-down menu for this column)	**What total percentage of this award is planned for sub-granting?**	**What is the estimated planned number of sub-grantee CSOs?**	**What is the percentage of the Award that is going to core institutional support to CSOs?** (important definition below table) (Please note that this is different from overhead costs)	**Total amount disbursed to the CSO by 31 December 2021**	**Total expenditure by the CSO by 31 December 2021**	**Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO?** (important definition below table)	**Is the CSO a new or existing partner?** (Please indicate if the RUNO has/ has not partnered with the CSO prior to the Spotlight Programme start.) (important definition below table)
OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of VAWG and harmful practices are in place and translated into plans.															
Output 1.1: National and regional partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international human rights standards and treaty bodies' recommendations.															
	1	1.1													
	1	1.1													
	1	1.1													
Output 1.2: National and/or sub-national partners are better able to develop evidence-based national and/or sub-national action plans on ending VAWG in line with international human rights standards with M&E frameworks, increase financing and allocate appropriate budgets for their implementation, including for those groups facing intersecting and multiple forms of discrimination.															
	1	1.2													
	1	1.2													
	1	1.2													
	1	1.2													
Output 1.3: National, sub-national and/or regional partners have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda.															
	1	1.3	The Windward Islands Research and Education Foundation (WINDREF)	International	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 17,820.00	neither	$ -	$ -	9.09%	$ 17,820.00	$ 17,820.00	No	Existing
OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to VAWG and harmful practices, including in other sectors.															
Output 2.1: Key officials at national and/or sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors.															
	2	2.1													
	2	2.1													
	2	2.1													
	2	2.1													
	2	2.1													
Output 2.2: Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multisectoral representation and representation from the most marginalized groups.															
	2	2.2													
	2	2.2													
	2	2.2													
	2	2.2													

Name of Recipient UN Organisation (RUNO) funding the CSO	Outcome	Output	Name of Civil Society Organisation (CSO)	Type of CSO (important definition below table) (Please only use drop-down menu ONLY)	Primary Vulnerable/ Marginalised Population Supported by Award (important definition below table) (Please only use drop-down menu ONLY)	Modality of Engagement (important definition below table) (Please only use drop-down menu ONLY)	Total Award Amount (USD) (important definition below table)	Is the awarded CSO sub-granting or sub-contracting to other CSOs (or neither)? (important definition below table) (Please only use drop-down menu for this column)	What total percentage of this award is planned for sub-granting?	What is the estimated planned number of sub-grantee CSOs?	What is the percentage of the Award that is going to core institutional support to CSOs? (important definition below table) (Please note that this is different from overhead costs)	Total amount disbursed to the CSO by 31 December 2021	Total expenditure by the CSO by 31 December 2021	Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (important definition below table)	Is the CSO a new or existing partner? (Please indicate if the RUNO has/ has not partnered with the CSO prior to the Spotlight Programme start.) (important definition below table)
	2	2.2													
Output 2.3: Partners (parliamentarians, key government officials and women's rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG.															
	2	2.3													
	2	2.3													
	2	2.3													
	2	2.3													
	2	2.3													
OUTCOME 3: Gender-equitable social norms, attitudes and behaviors change at community and individual levels to prevent VAWG and HTPs.															
Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviors, including on Comprehensive Sexuality Education in line with international standards, for in- and out-of-school settings.															
	3	3.1	Grenada Community Development Agency (GRENCODA)	National	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 44,731.00	neither	$ -	$ -	4.97%	$ 33,444.44	$ 10,017.23	No	Existing
	3	3.1													
	3	3.1													
	3	3.1													
	3	3.1													
Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviors, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem, and transforming harmful masculinities.															
	3	3.2	Grenada Community Development Agency (GRENCODA)	National	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 65,035.00	neither	$ -	$ -	15.39%	$ 32,481.48	$ 18,411.11	No	Existing
	3	3.2													
	3	3.2													
	3	3.2													
	3	3.2													
Output 3.3: Decision makers in relevant institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviors, and women and girls' rights.															
	3	3.3													
	3	3.3													
	3	3.3													
	3	3.3													
	3	3.3													
OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, acceptable and quality essential services, including for long-term recovery from violence.															
Output 4.1: Relevant government authorities and women's rights organizations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRHR services and access to justice, to women and girls' survivors of violence, especially those facing multiple and intersecting forms of discrimination.															
	4	4.1	Legal Aid and Counseling Clinic (an entity of Grenada Community Development Agency)	National	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 6,000.00	neither	$ -	$ -	90%	$ 6,000.00	$ 6,000.00	No	New
	4	4.1	Sweetwater Foundation	International	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 9,736.00	neither	$ -	$ -	75%	$ 9,736.00	$ 9,736.00	Yes	New
	4	4.1	Grenada Ladypreneurs Our Women Succeed	National	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 13,358.00	neither	$ -	$ -	60%	$ 13,358.00	$ 13,358.00	Yes	New
	4	4.1	Grenada Planned Parenthood Association	National	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 42,185.47	neither	$ -	$ -	80%	$ 26,110.73	$ 26,110.73	Yes	New
	4	4.1	GrenCHAP	National	LGBTQI persons	Implementing Partner (IP)	$ 32,625.17	neither	$ -	$ -	50%	$ 2,000.00	$ 2,000.00	Yes	New

Name of Recipient UN Organisation (RUNO) funding the CSO	**Outcome**	**Output**	**Name of Civil Society Organisation (CSO)**	**Type of CSO** (important definition below table) (Please only use drop-down menu ONLY)	**Primary Vulnerable/ Marginalised Population Supported by Award** (important definition below table) (Please only use drop-down menu ONLY)	**Modality of Engagement** (important definition below table) (Please only use drop-down menu ONLY)	**Total Award Amount (USD)** (important definition below table)	**Is the awarded CSO sub-granting or sub-contracting to other CSOs (or neither)?** (important definition below table) (Please only use drop-down menu for this column)	**What total percentage of this award is planned for sub-granting?**	**What is the estimated planned number of sub-grantee CSOs?**	**What is the percentage of the Award that is going to core institutional support to CSOs?** (important definition below table) (Please note that this is different from overhead costs)	**Total amount disbursed to the CSO by 31 December 2021**	**Total expenditure by the CSO by 31 December 2021**	**Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO?** (important definition below table)	**Is the CSO a new or existing partner?** (Please indicate if the RUNO has/ has not partnered with the CSO prior to the Spotlight Programme start.) (important definition below table)
Output 4.2: Women and girls survivors of violence and their families are informed of and can access quality essential services, including longer-term recovery services and opportunities.															
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
	4	4.2													
OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of VAWG and harmful practices is collected, analysed and used in line with international standards to inform laws, policies and programmes.															
Output 5.1: Key partners, including relevant statistical officers, service providers in the different branches of government and women's rights advocates have strengthened capacities to regularly collect data related to VAWG in line with international and regional standards to inform laws, policies and programmes.															
	5	5.1													
	5	5.1													
	5	5.1													
	5	5.1													
	5	5.1													
Output 5.2: Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making.															
	5	5.2	Rotary Club of Grenada	International	Other marginalised groups relevant in national context	Implementing Partner (IP)	$ 61,000.00	neither	$ -	$ -	37%	$ -	$ -	No	New
	5	5.2													
	5	5.2													
	5	5.2													
	5	5.2													
OUTCOME 6: Women's rights groups, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on gender equity and women's empowerment, and ending VAWG.															
Output 6.1: Women's rights groups and relevant CSOs have increased opportunities and support to share knowledge, network, partner and jointly advocate for gender equity and women's empowerment, and ending VAWG, more specifically, with relevant stakeholders at sub-national, national, regional and global levels.															
	6	6.1													
	6	6.1													
	6	6.1													
	6	6.1													
	6	6.1													
Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG and gender equality and women's empowerment more broadly.															
	6	6.2													
	6	6.2													
	6	6.2													
	6	6.2													
	6	6.2													
Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG.															
	6	6.3	Grenada National Organization of Women	National	Other marginalised groups relevant in national context	Grantee	$ 6,922.22	neither	$ -	$ -	100%	$ 6,922.22	$ -	Yes	New
	6	6.3	Grenada Education and Development Programme	Local/Grassroots	Other marginalised groups relevant in national context	Grantee	$ 11,881.59	neither	$ -	$ -	100%	$ 11,881.59	$ 4,963.00	Yes	Existing

Name of Recipient UN Organisation (RUNO) funding the CSO	Outcome	Output	Name of Civil Society Organisation (CSO)	Type of CSO (important definition below table) (Please only use drop-down menu ONLY)	Primary Vulnerable/ Marginalised Population Supported by Award (important definition below table) (Please only use drop-down menu ONLY)	Modality of Engagement (important definition below table) (Please only use drop-down menu ONLY)	Total Award Amount (USD) (important definition below table)	Is the awarded CSO sub-granting or sub-contracting to other CSOs (or neither)? (important definition below table) (Please only use drop-down menu for this column)	What total percentage of this award is planned for sub-granting?	What is the estimated planned number of sub-grantee CSOs?	What is the percentage of the Award that is going to core institutional support to CSOs? (important definition below table) (Please note that this is different from overhead costs)	Total amount disbursed to the CSO by 31 December 2021	Total expenditure by the CSO by 31 December 2021	Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (important definition below table)	Is the CSO a new or existing partner? (Please indicate if the RUNO has/ has not partnered with the CSO prior to the Spotlight Programme start.) (important definition below table)
	6	6.3	GrenCHAP	National	LGBTQI persons	Grantee	$ 5,000.00	neither	$ -	$ -	100%	$ 5,000.00	$ 5,000.00	Yes	Existing
	6	6.3	The Beaton, Laura, La Femme and Bailles Bacolet, (BLLB) Community Development Organisation	Local/Grassroots	Other marginalised groups relevant in national context	Grantee	$ 5,000.00	neither	$ -	$ -	100%	$ 5,000.00	$ 5,000.00	Yes	New
	6	6.3	Sweet Water Foundation	International	Other marginalised groups relevant in national context	Grantee	$ 7,007.41	neither	$ -	$ -	100%	$ 7,007.41	$ -	Yes	New
PROGRAMME MANAGEMENT COSTS (including pre-funding)															
	PMC	PMC													
	PMC	PMC													
							TOTAL AWARDS TO CSOs	**$ 328,301.86**							

Type of CSOs	• International CSOs operate in two or more countries across different regions. • Regional CSOs operate in two or more countries within the same region (i.e. Africa, Latin America, Asia, Caribbean, Pacific). In this case, a regional CSO is not one that operates in a particular region within one country. • National CSOs operate only in one particular country. • Local and grassroots organisations focus their work at the local and community level and do not have a national scope. They tend to have a small annual operational budget (for example, under USD $200,000); to be self-organised and self-led; and to have a low degree of formality.
Primary Vulnerable/Marginalised Population Supported by Award	Under the principle of Leave No One Behind, Spotlight UN Country Teams are expected to ensure the representation of vulnerable and marginalised groups, including by engaging with CSOs that service or advocate for these groups. If the award covers several vulnerable or marginalised populations, select one population that is primarily served by the award.
Modality of Engagement	• Implementing Partner (IP): Programmes may contract out particular activities for a CSO to implement. • Grantee: Programmes may issue a broad Call for Proposals to which CSOs submit proposals for grant funding. • Vendor: Programmes may engage with CSOs through a procurement process, such as purchasing services from a CSO or hiring a CSO for a training or other activity.
Award Amount	In this context, an “award” is any financial grant, contract, or partnership agreement with a CSO. Sub-granting: When a CSO issues grants to other CSOs who have submitted their own proposals for grant funding. Sub-contracting: When a CSO contracts another CSO to carry out part of its own contract with a RUNO as part of a pre-defined TOR
Core institutional funding	The purpose of core institutional funding is not to finance the delivery of a programmatic activity, it also distinct from the overheads related to delivering said progammatic activity. It is usually used to support an organization’s overall institutional capacity covering general operations and core costs, such as paying staff salaries and office rent, buying equipment and ICT services, providing psychosocial support and health insurance for staff, to put in place new adaptative strategies and systems, or even to raise staff awareness and develop their capacities in technical areas. Institutional funding is multifaced and constantly evolving based on the organization’s needs.
Woman-Led and/or Women’s Rights Organisation (WRO)/Feminist CSOs	• To be considered a “woman-led CSO,” the organisation must be headed by a woman. To be considered a “women’s rights or feminist organisation,” the organisation’s official mission/ visions statements must reflect its commitment to addressing multiple/intersecting forms of discrimination and advancing gender equality and women’s rights. The organisation should aim to address the underlying drivers/systems/structures, including patriarchy and gendered power dynamics, that perpetuate EVAWG and gender based violence and work to transform these. • Please select “No” if the above definitions do not apply to the CSO. • Please select “No information available” if no information is available on or it’s not known if the CSO is headed by a woman or is a WRO/feminist CSO.
New or Existing Partner (the rationale behind this question is to undersand the extento to which RUNOs are expanding their outreach to CSOs beyond usual partners, giving opportunities to new CSOs)	• To be considered a “new partner”, the RUNO has not engaged the CSO in any partnership modality, prior to the start of the Spotlight Programme. • To be considered an existing partner, the RUNO has engaged the CSO in any partnership modality, prior to the start of the Spotlight Programme. • Please select “No information available” if no information is available on if the CSO is a new or existing partner.

Annex D

Innovative, Promising or Good Practices and Knowledge Production Reporting Template

Country/Region: Grenada Country Programme
Reporting Period: 2021

State of a practice: good practice or promising practice?

The following set of criteria will help you to determine whether a practice is a good practice:

Level of evidence	Innovation, experience	Promising practices	Good practices	Policy, principles, norms
	Minimal objective evidence, inferences from parallel experiences and contexts. Lessons learned need to be drawn.	Unproven in multiple settings, anecdotal evidence, testimonials, articles, reports. Existing lessons learned that need to be further elaborated.	Evidence of impact from multiple settings, several evaluations, meta-analysis, expert review, cost-efficiency analysis, good practice criteria. Lessons learned integrated.	Proven in multiple settings, replication studies, quantitative and scientific evidence.
Replicability potential and applicability	New idea, no previous experience, highest risk.	High risk, but potential for further investigation.	Demonstrated replicability, limited risk for replicability.	Consistently replicable, widely applicable.

Adapted from Hancock, J. (2003): *Scaling-up for increased impact of development practice: Issues and options in support of the implementation of the World Bank's Rural Strategy. Rural Strategy Working Paper, World Bank, Washington D.C.*

Section A: Innovative, Promising and Good Practices

Guidance and Template on Innovative, Promising and Good Practices

As a Demonstration Fund, the Spotlight Initiative aims to demonstrate how a significant, concerted and comprehensive investment in ending violence against women and girls (EVAWG) and gender equality can make a lasting difference in the lives of women and girls and in the achievement of all SDGs. It is thus critical that innovative, promising and good practices, in the field of EVAWG and in the context of implementing a "new way of working", have the potential for adaptability, sustainability, replicability and scale-up[1]. This is both within the UN system and with various stakeholders to maximize the transformative potential of the Initiative. It is critical that these practices are documented and shared widely for uptake and continuous improvement to contribute to the evidence base and eliminate violence against women and girls.

This brief guidance and template ensures a common understanding of "Innovative, Promising and/or Good Practices" in the Spotlight Initiative. It provides a set of criteria to determine whether a practice is innovative, promising, or good, as well as a template for documentation. Please see the definitions below and the diagram for further clarification.[2]

Definition of an Innovative Practice

An innovative practice is a new solution (method/idea/product) with the transformative ability to accelerate impact. Innovation can entail improved ways of working with new and diverse partners; can be fuelled by science and technology; or can involve new social and business models, behavioural insights, or path-breaking improvements in delivering essential services and products, among other solutions. It does not have to involve technology; most important is that innovation is a break from previous practice with the potential to produce significant positive impact.[3]

Definition of a Promising Practice

A promising practice has demonstrated a high degree of success in its single setting, and the possibility of replication in the same setting is guaranteed. It has generated some quantitative data showing positive outcomes over a period of time. A promising practice has the potential to become a good practice, but it doesn't yet have enough research or replication to support wider adoption or upscaling. As such, a promising practice incorporates a process of continuous learning and improvement.

Definition of a Good Practice

A good practice is not only practice that is good, but one that has been proven to work well and produce good results and is therefore recommended as a model. It is a successful experience that has been tested and validated, in the broad sense, has been repeated and deserves to be shared, so that a greater number of people can adopt it.

1 Guidelines on good practices, UNHCR. 2019. Accessible here: https://www.unhcr.org/5d15fb634
2 Good Practice Template, FAO. 2016. Accessible here: http://www.fao.org/3/a-as547e.pdf
3 Please refer to the "Spotlight Initiative Guidance on Innovation" for more information.

Title of the Innovative, Promising or Good Practice	Good Practice: Learning from the experiences of other countries
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The MOSDH&CE was drawing from the experience and practice from St. Kitts and Nevis and from Jamaica in the development of a policy paper on the reintegration of adolescent mothers in mainstream education. Those two Caribbean countries had developed years of experience in integrating adolescent mothers, using different models. By consulting with them, and having them represented on an Advisory Committee, the Government of Grenada demonstrated its intent to learn from best practice, using South-South Cooperation, and combine that with the human rights framework to develop a solution.
Objective of the practice: What were the goals of the activity?	1. To learn from the experiences of other countries in the region. 2. To develop a model that was based on good practice, would avoid the hurdles others had faced and benefit from the lessons that they had learned. 3. To utilise resources strategically by leaning from good/best practices that are already in existence 4. To help in mitigating challenges such as low technical capacity and the possible backlash concerning transformations by using examples from societies with similar cultures and economies.
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The direct beneficiaries were the Teams working on devising the policy and plan for reintegration of adolescent mothers into mainstream school. The indirect beneficiaries were the adolescent mothers and their families, including their children, who would benefit from a well-researched programme for reintegration.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	This is a model of South-South Cooperation, and intra-regional collaboration. Each of the two countries was represented on an advisory committee that also included local partners from various stakeholder groups. The Representative from Jamaica was from civil society and the Representative from St Kitts was from the Government. At their first main activity in this issue, five Ministers of Government were among the thirty-three persons present.
What challenges were encountered and how were they overcome?	No challenges were reported. The Countries willingly agreed to support Grenada on this initiative.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	The local partners were receiving first-hand evidence from regional partners who had done it for decades. This was helping to break barriers and change socio-cultural inhibitions about the return of young mothers to regular school.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	The ability to adapt rests on the ability to obtain substantial information about the program, and be able to extract the relevant, and applicable information for adaptation within the Grenada context.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	The Grenada Spotlight Programme will examine other areas in which good practices and lessons learned from other countries can be applicable in Grenada, such as strategies for building the women's movement.
Sustainable *What is needed to make the practice sustainable?*	Documenting this practice in intra-regional collaboration would help its lessons to be transferred to other programmes.
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	This practice is recommended through arrangements such as "South-South Cooperation" and applying good practices. In addition, the specific issue for which was used in Grenada was the re-integration of adolescent mothers into mainstream education. The models used in St Kitts and Nevis and in Jamaica were researched and assessed to be effective models.
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Permanent Secretary, Ministry of Social Development, Housing and Community Empowerment ps@mosd.gov.gd

Title of the Innovative, Promising or Good Practice	Good Practice: Monitoring and engaging the local media
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The Programme monitored the media and circulated links to recordings and stories that were considered most relevant to the Grenada context. The programme also offered to appear on existing media programmes; it sometimes accepted invitations from media hosts to participate in their media programmes; and it submitted press releases and stories to amplify Programme activities and results.
Objective of the practice: What were the goals of the activity?	1. To monitor social norms through the talk shows and news in the local radio, television and social media 2. To understand the local context for implementing the Programme. 3. To receive insight to manage risks such as "significant conservative discourse related to male marginalization…" and trends about incidents, law and policy issues related to GEWE and EVAWG
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The Programme Team, Technical Leads from the RUNOs, and other partners Programme Team: the weekly team meetings provided opportunities for identifying, selecting, and agreeing on media initiatives to be undertaken. Technical Leads: they are immersed in the local and regional context through their contribution towards the adoption of the AWP, as well as providing ongoing guidance on the implementation of the programme.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	It is not a usual practice to monitor the media in such a manner
What challenges were encountered and how were they overcome?	The PCIU had a limited staff, so it was time-consuming, and often had to be done outside of the normal workday. In addition, partners expressed reluctance with appearing in the media. Further, in the case of Government, slow decision-making processes hindered participation of technical personnel with the media.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	The Programme Team and other partners were kept abreast of the context and trends that could impact programme delivery and results. This was particularly useful as the Technical Leads from the RUNOs were not based within the country, so the circulation of relevant items may have contributed to their awareness of the prevailing conditions in the country of implementation.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	The principle will be used in non-media monitoring activities. Leveraging the media to amplify the work, and achievements of the Spotlight Programme would be extended to cover all pillars, including working closely with the Ministries and other implementing partners.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	Assigning specific staff members to monitor different media to expand the coverage of media that is covered, such as through a full time Communications Officer to work along with other Programme personnel. Training for Programme personnel on building strategic alliances with the media. Providing the media with press releases in a timely manner and inviting them to relevant events on the Spotlight activities, Allocating the appropriate budget for this activity.
Sustainable *What is needed to make the practice sustainable?*	Establishing a deliberate policy of courting the media Hosting annual or semi-annual Press conferences.
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	The Media is known as the Fourth Estate, or the fourth branch of government. The media both reflects the culture and norms of a society and influences it. Media monitoring is a proven strategy to assess gender equality in a country, as well as to communicate to the public for the purposes of information sharing and/or behaviour and norm change. There is a Global Media Monitoring Project that produces reports every five years called "Who Makes the News" which presents trends in GEWE.
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Title of the Innovative, Promising or Good Practice	Promising Practice: Engagement with strategic stakeholders
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The PCIU developed the practice of regularly reaching out to RUNOs, and with Government and CSO partners. This practice started from the design phase of the Programme, and the PCIU picked it up from its inception in the last quarter of 2020.
Objective of the practice: What were the goals of the activity?	The goals of this practice were: 1. To find out about progress, offer technical coherence assistance, help identify synergies, strengthen alignment with the theory of change and results framework, provide updates, and so on 2. To keep members of the Grenada Spotlight Community motivated and focused
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The target groups of this practice were mainly the RUNO, Government and CSOs. 1. RUNOs – periodic meetings of the technical leads of all RUNOS; frequent one-on-one meetings with them; accompanied by occasional communication with the Heads of RUNOs. 2. Government – periodic meetings with the Grenada Technical Team comprised of the Pillar Leads for each Pillar, the Permanent Secretary of the Lead Ministry, and the Head of the National Gender Machinery; maintaining close working relationship with the Pillar Leads, and through them, with some of their focal points on selected activities, especially those with significant implications for technical coherence. 3. CSOs – The Programme met with CSO networks occasionally, and with specific CSOs that were partners or grantees in the Programme to find out their needs which were shared with the RUNOs. The programme also maintained contact with all WROs and CSOs on the contact list, circulating calls for proposals, and other pertinent information about the Programme. The Programme held a learning session to encourage CSO engagement in the Programme.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	The innovation was that the Programme Coordination Team was well-placed to engage local partners within Grenada, and establish opportunities to support and monitor implementation.
What challenges were encountered and how were they overcome?	Time consuming both on the part of the Programme Staff, and the partners. Group meeting were sometimes difficult to arrange due to conflicting schedules. In the case of CSOs, meetings and discussions often had to be held outside of the "normal" workday, and sometimes on the weekend, as those were the times that CSO volunteers were more likely to be available. The Programme Team also had to balance between engaging the partners in the field while not interfering in the role of the RUNOs in executing their agreements and leading action.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	Main partners in the Grenada Spotlight Community are provided with the opportunity to remain engaged in the Programme.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	This practice would continue in phase 2 of the Grenada Spotlight Programme. Additionally, this practice can be applied to the workings of the various pillars, and the Spotlight Community in general.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	This practice can be replicated within the context of building the institutional capacity of CSOs, other partners within the Grenada Spotlight Community in Grenada, and other countries within the Global Spotlight Community. This practice can be extended to the CS-NRG and Inter-ministerial council of Gender Focal Points with the similar meeting objectives. (if possible)
Sustainable *What is needed to make the practice sustainable?*	This practice would be sustained through the establishment of formal mechanisms such as the National Coordinating Mechanism. This process will be documented in its Operational Guide, and will be further detailed in the managerial systemic approaches, detailing the preparatory phases, including agreement on the agenda, notification to participants, conduct of the meetings, etc,
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Title of the Innovative, Promising or Good Practice	Promising Practice: Fixed weekly PCIU meetings
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The PCIU established weekly Team meetings. It became a standard practice, established from the 4th quarter of 2020. It first started as the Programme Associate and Programme Coordinator needed to spend time becoming familiar with each other and with the programme. It was then maintained.
Objective of the practice: What were the goals of the activity?	The meetings provided a platform for the personnel in the PCIU to engage in planning, reporting, learning, sharing field experiences, and providing support to each other. Challenges were discussed and possible solutions were explored.
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The direct beneficiaries were the four persons directly attached to the PCIU who participated in the meetings: Programme Coordinator, Programme Associate, Communications Consultant, and M&E Consultant. The indirect beneficiaries were the RUNOs, Government and CSO partners, as they received the benefit of being supported by a cohesive Programme Team.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	Its distinguishing features were: 1. It helped build personal and organizational capacity. 2. Consultative – the PCIU regularly consulted with each other as a matter of operationalizing the programme.
What challenges were encountered and how were they overcome?	The key challenge was in breaking the participative barrier caused by the use of virtual interactions/meetings etc. It was overcome by actively encouraging participation by identifying persons by name and seeking their inputs.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	A cohesive Programme Team. It was a small team, but it was able to do much to coordinate the programme and increasingly keep the RUNOs focussed on the Programme's principles, targets, etc.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	The practice will be extended into phase 2.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	Apply the concept to establishing a regular schedule for other structures e.g. TCOC and NSC, etc Once a quarter, the PCIU can meet with each RUNO individually to explore each RUNOs individual needs with regards to the PCIU.
Sustainable *What is needed to make the practice sustainable?*	Continued commitment to maintain the meetings and open dialogue with each other.
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Title of the Innovative, Promising or Good Practice	Promising Practice: Celebrating Results
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The Programme Team had creatively, and seamlessly, introduced change language into discussions within the PCIU, with RUNOS and the Spotlight Community. In 2021, the Grenada Spotlight Community had two opportunities to focus on results – one was in a validation activity on the 2020 Annual Report, and the other was a celebratory event on November 25.
Objective of the practice: What were the goals of the activity?	1. To work with partners to identify results of the programme 2. To provide a space for partners to maintain ownership of the Programme and satisfaction in their contribution to its success. 3. To keep themselves and each other accountable for effective delivery of the programme. 4. To inspire them to strive for additional results that are aligned to the results matrix 5. To assist in linking the EUD with the local implementers.
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The entire Programme Team, RCO, EUD, RUNOS and local government and CSO partners
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	There was a habit of dwelling on gaps and challenges, which can be demoralizing for the main implementers. Showcasing the results helps to motivate them, celebrate their work and contributions, sustain national and stakeholder ownership, attract public attention and inspire political will. This helped to show how the Programme activities and results contributed to each other and sustain ownership. It should also contribute to collaboration and opportunities to learn from each other.
What challenges were encountered and how were they overcome?	Partners had to find time to prepare for these engagements. Given the small community involved in this comprehensive Programme
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	Partners expressed awe at the amount of work that was being done by the Programme. They indicated that they saw the potential for the Programme to become even more impactful in the lives of women and girls. One of the Partners used the opportunity of the celebratory event in November to develop a series of short videos document the work of the partners in providing essential services for victims and survivors. In addition, the programme developed articles to amplify the key messages from the main leaders of this Programme, the EUD, Resident Coordinator and the Minister for Social Development, Housing and Community Empowerment, accompanied by clips of what they said at the ceremony. The Programme also developed a series of short audio clips from the Ceremony that highlighted results shared by some of the presenters.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	Areas of success under all pillars can be identified and celebrated separately, which would allow the stakeholders and the public to delve into he details and impact of the selected result.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	Use more international days of observances to conduct additional awareness initiatives and celebratory events.
Sustainable *What is needed to make the practice sustainable?*	Schedule similar activities during Programme implementation in 2022-23 i.e. A validation activity on the 2021 Annual Report and a celebratory activity during 16 Days of Activism.
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Title of the Innovative, Promising or Good Practice	Promising Practice: Learning Session with the Grenada Spotlight Community
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	A Learning Session was held on July 8, on the topic "The Women's Movement and Civil Society Engagement in Grenada Spotlight Initiative". The objective of the session was to mobilize and motivate WROs and CSOs, including grassroots organizations, to apply for grant funding and participate in the implementation of the Spotlight Initiative. This was the second Learning Session held with the Grenada Spotlight Community, with the first held on December 10, 2021.
Objective of the practice: What were the goals of the activity?	1. To develop a culture of continued learning within the Grenada Spotlight Community 2. To be a platform to discuss and learn about solutions to cross-cutting issues and challenges 3. To mitigate the impact of low technical capacity
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	The Grenada Spotlight Community was the target group to contribute to and benefit from the topics discussed.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	It is a promising practice as participants expressed appreciation for the sessions. In preparing for this Learning Sessions, a committee comprised of a RUNO, government officials, CSO and PCIU representatives. This boosted the opportunities to get more familiar with each other, and to share and develop planning skills.
What challenges were encountered and how were they overcome?	The COVID-19 pandemic disrupted the series of three Learning Sessions that was planned for that period. Due to the spike in infections, the other two sessions were put on hold.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	So far, the results were that participants had a platform to learn about and discuss common issues.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	Additional Learning Sessions would be held on various topics, including via face-to-face modalities once the situation allows. If held as Face-to-face, it would help to create bonds among the members of the Grenada Spotlight Community. These bonds will also address the challenge of compartmentalization.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	
Sustainable *What is needed to make the practice sustainable?*	Having someone in the PCIU who is dedicated to knowledge sharing and capacity development.
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Title of the Innovative, Promising or Good Practice	Promising Practice: Preventing the Spread of Infections at the Shelter
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? *(When did the activity begin? When will it be completed or is it ongoing?)*	The Programme started in the same period when COVID-19 became a pandemic. In response, the Programme developed/adapted and implemented a COVID-19 Response Guide for GBV Responders and the Guidance for Infection Control and Prevention for COVID-19 in Shelters. Application of these guidelines continues.
Objective of the practice: What were the goals of the activity?	These, along with the retrofitting of the lone shelter for abused women and their children, prevented the transmission of infection
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	Women and their children who were residents at the Shelter did not contract COVID-19, even though it was reported that they had been exposed.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	During the spike in the COVID 19, other residential facilities had difficulty preventing the transmission of the virus. In the case of one geriatric home, there were several deaths. It was therefore a relief that transmission was prevented.
What challenges were encountered and how were they overcome?	No significant challenges were encountered.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	The residents at the Cedars Home for Abused Women and their Children and the staff that support them, remained safe during the pandemic.
Adaptable (Optional) *In what ways can this practice be adapted for future use?*	Continue to make PPEs available to support the Staff at the Shelter in maintaining the application of the guidelines. Monitor the application of the use of the relevant guidelines, even as the threat of the pandemic lessens.
Replicable/Scale-Up (Optional) *What are the possibilities of extending this practice more widely?*	The guidelines were later shared with the Unit in the MOSDH&CE that supports and monitors geriatric facilities.
Sustainable *What is needed to make the practice sustainable?*	Access to relevant materials and supplies
Validated *(for a good practice only)*: Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*	Programme Coordinator, Grenada Spotlight Initiative elaine.henry-mcqueen@one.un.org

Section B: Knowledge Production

A Knowledge Product converts uncaptured knowledge, experience, lessons learned and cutting-edge expertise on a specific topic or derived from implementation into a learner-oriented product.

A learner-oriented product is structured in a practical way that allows the reader to clearly understand and retain the knowledge being provided. Knowledge Products play a key role in advancing the Initiative's Knowledge Management Strategy to document, analyze and disseminate knowledge, as well as capture lessons learned and innovative, promising and good practices. As such, a Knowledge Product can be understood as an **output and a key asset for the success of Spotlight Initiative.**

Types of Knowledge Products include the following:

- Assessments
- Research Papers
- Brochures
- Capacity Development Modules
- Guidance note
- Tools
- Infographics
- Magazines/Newsletters
- Policy Briefs
- Position Papers/Thematic Strategy Briefs
- Briefs/Factsheets

For more information, please refer to the Spotlight Initiative Knowledge Products Guidelines available here.

Please list all Knowledge Products developed by the Spotlight Initiative Regional/Country programme below, as well as Knowledge Products in the pipeline.

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/published or expected to be	Link to Knowledge Product (if available)
A Comparative Legal Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls	Assessment	The Analysis identified gaps in legislation that undermine national efforts to eradicate VAWG and are discordant with Grenada's obligations under international law to protect women and girls against gender-based violence and other forms of gender-based discrimination. It also made recommendations for law reform.	Completed in 2021, and published for local use in May 2022 on UNICEF website	https://www.unicef.org/easterncaribbean/reports/comparative-legal-gap-analysis-laws-grenada-relevant-combatting-and-ending-violence-again
Desk Review to Support Development of a GBV Victims' Rights Policy for Grenada	Research Paper	The Desk Review examined and presented the relevant rights of GBV victims enshrined in the key human rights and GBV victims' rights documents, followed by an analysis of rights relevant for each GBV Essential Services sector in Grenada. It captured the dynamics and interrelationships of victims' rights within and across sectors to provide a comprehensive analysis to inform the development of the victims' rights policy.	Completed in 2021, but not published	
Gender-Based Violence Victims'/ Survivors' Rights Policy for Grenada	Policy	The GBV Victims'/Survivors' Rights Policy guarantees support to victims for their healing and recovery, delivered in accordance with international standards and best practice.	In progress	

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/published or expected to be	Link to Knowledge Product (if available)
Desk Review of Standard Operating Procedures Addressing Gender Based Violence in Grenada	Research Paper	An examination of SOPs, guidelines, protocols, manuals and/or tools that guide the implementation of the Essential Services Package in the health, social services, justice and police sectors and assess their compliance with international agreed standards for the provision of quality services	Completed in 2020, but not published	
Self-Care Tool-kit and Guide to Professional Psychosocial Services in the NGO, Private Sector and State agencies in Grenada, Carriacou & Petite Martinique	Guidance note	Provides guidance on self-care for service providers		
Spotlight Entrepreneurship Development Programme Entrepreneurship Manual	Capacity Development Module	A manual to be used by trained experts to introduce survivors of GBV to entrepreneurship	Completed December 6, 2021, but not published	
Training Manual for Achieving Gender Equality by Ending Violence Against Women And Girls, Facilitating Gender Mainstreaming, and Fostering Safe Space Workplaces Training	Capacity Development Modules	A resource for gender focal points, gender equality units, human resources, and/or trade unions to support their organizations in achieving gender mainstreaming and creating safe spaces in the workplace by equipping them with the resources to develop and deliver evidence-based programmes that prevent and respond to VAWG.	In progress	
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 1. Recommendations for Child Protection legal Reform	Position Papers/Thematic Strategy Briefs	Position Paper 1 addresses gaps related to: • Child marriage • The need for an age of autonomous consent of adolescents, to SRHS • The need to reintegrate pregnant adolescent mothers into formal education institutions • The need to abolish the practice of corporal punishment in all settings • Child Maintenance and Status of Children reform	In progress	
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 2. Recommendations for Sexual Offences Reform	Position Papers/Thematic Strategy Briefs	Position Paper 2 addresses gaps related to: • Definition of legal concepts relevant to sexual offences • Sentencing for marital rape • Sexual harassment laws • Handling of close-in-age adolescents who engage in de facto 'consensual' sexual activities.	In progress	
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 3. Recommendations for Domestic Violence Reform	Position Papers/Thematic Strategy Briefs	Position Paper 3 addresses gaps related to enhancing existing protections and access under Domestic Violence legislation	In progress	
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 4. Recommendations for Family Law Reform	Position Papers/Thematic Strategy Briefs	Position Paper 4 addresses gaps related to the recognition of unions other than marriage	In progress	
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 5. Recommendations for Victim Rights Reform	Position Papers/Thematic Strategy Briefs	Position Paper 5 addresses gaps related to: • Sex Offender Registry legislation • Victim' rights inclusive of protection • Timeliness for criminal trials • protection for children witnesses	In progress	

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/published or expected to be	Link to Knowledge Product (if available)
Social Mobilization Strategy for Responding to Gender Based and Family Violence	Guidance note	Strategy to Guide Social Mobilization around the Role of Justice Service Providers as Duty Bearers in the Prevention of Gender and Family Based Violence	Completed 2021	
Final Report: National And Subnational Level Coordinating Mechanism	Guidance note	A report describing the coordinating mechanisms to be implemented at the national and subnational levels, to ensure that responses to VAWG in the tri-island state are more impactful. It includes an outline and description of what is involved relative to the working of these mechanisms are provided.	In progress	
An assessment of the women's movement and civil society organizations in Grenada	Assessment	An assessment to guide the development of a strategic plan to build the women's movement and civil society in Grenada thereby supporting the internal capacity and development of women's rights organisations (WROs) and Civil Society Organizations (CSOs).	In progress	
Rapid Situational Analysis of GBV Services in Grenada	Assessment	Analysis of essential services in the health sector, social services sector, police sector and justice sector for women and girls subjected to violence in the state of Grenada, Carriacou and Petite Martinique to inform plans for retrofitting and other upgrades	Completed, but not published	
Position paper on re-integration of adolescent mothers into the Education System	Position Papers/Thematic Strategy Briefs	Position Paper to address gaps in education for adolescent mothers and discriminatory practices	Drafted but not approved	
Protecting Body & Mind Facilitator Guide	Tools	A manual for facilitators to use in conducting the protecting minds and bodies programme. Facilitators who use this guide will have competencies in facilitating behaviour change groups, and potentially they will be community and youth workers, educators and allied mental health professionals.	Completed and used, but not published	
Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative	Guidance Note	This Strategy Paper identifies two central principles that would guide the Programme's engagement of women's rights organisations and civil society organisations. Eight (8) strategies would be applied with the aim of reaching the women's movement and relevant CSOs where they are, working with them to identify and address their challenges, and developing their capacity to become a strong and autonomous network of CSOs confronting EVAWG and advancing GEWE.	Approved by the Technical Coherence and Operations Committee in February 2022	
Family Violence and the Justice System Public Information Pamphlet	Brochure	A public information pamphlet providing information on legal rights to survivors and victims of FV and VAWG	Completed but not published	
Emotional Abuse	Brochure	A public information brochure for public education	Published	
Emotional Abuse bookmark	Brochure	A public information bookmark for public education	Published	
Emotional Abuse Myths vs. Facts	Brochure	A public information brochure for public education	Published	
Healthy Relationship	Brochure	A public information brochure for public education	Published	

Spotlight Initiative