



Spotlight Initiative

ANNUAL NARRATIVE PROGRAMME REPORT

**PROGRAMME TITLE: GRENADA SPOTLIGHT INITIATIVE TO END VIOLENCE
AGAINST WOMEN AND GIRLS**

PROGRAMME START DATE: JANUARY 2020

REPORTING PERIOD: 01 JANUARY 2022 – 31 DECEMBER 2022

Programme Title & Programme Number	Priority regions/areas/localities for the programme
<p>Programme Title: Grenada Spotlight Initiative to End Violence Against Women and Girls</p> <p>MPTF Office Project Reference Number: 00119131</p>	Grenada, Carriacou and Petite Martinique
Recipient Organization(s)	Key Partners
<p>UNICEF</p> <p>UNDP</p> <p>UN Women</p> <p>PAHO/WHO</p>	<p>Government of Grenada</p> <ul style="list-style-type: none"> - 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 <p>Women's Rights Organisations and other Civil Society Organisations</p>
Programme Cost (US\$)	Programme Start and End Dates

Total Phase I budget, and (where OSC approved) Phase II budget as per the Spotlight CPD/RPD: XX USD

Phase I and (where OSC approved) Phase II Spotlight funding: 2,357,143 USD

Agency Contribution: 1,173,462 USD

Spotlight Funding and Agency Contribution by Agency:

Name of RUNO	Spotlight Phase I (+ II, where OSC approved) (USD)	UN Agency Contributions (USD)
UNICEF	294,970	357,900
UNDP	519,318	275,000
UN Women	1,011,126	337,962
WHO/PAHO	531,729	202,600

TOTAL: 3,530,605 USD

Start Date:
01.01.2020

End Date:
31.12.2023

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Acronym List

CS-NRG	Civil Society National Reference Group
CSO	Civil Society Organisation
EU	European Union
EUD	Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM
EVAWG	Ending Violence Against Women and Girls
FV	Family Violence
GBV	Gender Based Violence
GEWE	Gender Equality and Women's Empowerment
GRB	Gender Responsive Budgeting
IPV	Intimate Partner Violence
LGBTIQ+	Lesbian, Gay, Bisexual, Transsexual, Intersex, Questioning plus other non-binary persons
LNOB	Leaving No One Behind
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
RGPF	Royal Grenada Police Force
RUNO	Recipient United Nations Organisation
SOPs	National GBV Standard Operating Procedures
TCOC	Technical Coherence and Operations Committee
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
UN RC	United Nations Resident Coordinator
UN RCO	United Nations Resident Coordinator's Office
WROs	Women's Rights Organisations



Executive Summary

2022 was a period of strategic action, reflection and planning, resulting in the attainment of additional milestones. During the year, the United Nations, European Union Delegation to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD), Government and civil society partners remained committed to the Programme and resolved to increase partnership and engagement to achieve transformational results with and for the people of Grenada, Carriacou and Petite Martinique.

Face-to-face activities resumed with the removal of COVID-19 restrictions, including visits from high-level officials who were based in Barbados. The first visit was from the UN Women MCO Representative, accompanied by the UN Women Spotlight Technical Focal Point, who travelled to Grenada in April to meet with partners and participate in a high-level consultation on the Phase II Proposal. In August, the UN Resident Coordinator (UN RC) led a mission of the UN Sub-Regional Team and the Resident Coordinator's Office to hold a series of meetings, including meetings with the new Government. The first face-to-face meeting of the National Steering Committee was held at that time, on August 23rd. In December, the EUD conducted a field visit to Grenada which included a visit to the Lead Ministry, a meeting with civil society and a visit to one of the prevention activities that was in progress in the field.

On June 23, 2022, Grenada, Carriacou and Petite Martinique held general elections which resulted in a change of Government. The period of the election campaign, and the resulting transition period interrupted implementation and governance processes. The new Government named a Minister for Gender Affairs, the first since 2003, and the new Prime Minister identified violence against women and the stereotypical approach in responding to adolescent mothers among the women's issues that the Government would address. As did the past Administration, the new Government embraced the Grenada Spotlight Initiative. Therefore, the Programme continued to receive high-level political commitment and was assured of the continuity of actions started under the previous administration to ensure attainment of transformational results.

The Government reiterated its commitment to the successful implementation of the programme and continued activities in this regard. Most notably, the Government officially launched the National Standard Operating Procedures (SOPS) for Gender Based Violence to strengthen inter-sectoral collaboration for providing comprehensive services in a sustainable way. During the launch, all sectors identified in the SOPs – Health, Justice and Policing, and Social Development – committed to implement the SOPs, to contribute to the prevention of VAWG and the promotion of gender equality and women's empowerment (GEWE), and to participate in national and sub-national coordinating mechanisms to be established. Government also continued to prepare draft policies, action plans and laws, and moved closer to implementing a system for the collection of administrative data and the establishment of coordinating mechanisms on VAWG.

Within the year, a wider range of CSOs became involved in project implementation and the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative was approved. To expand the range of CSOs involved in EVAWG, a CSO that was not traditionally involved in the work, the Rotary Club of Grenada, undertook a series of activities to sensitise its members and other stakeholders about gender-based violence (GBV). Further, the national umbrella women's organisation played a leading role for the first time in the programme when it held the largest consultation on law reform to date. Other CSOs continued to participate in implementation through all pillars. The Civil Society National Reference Group (CS-NRG) also held a series of sub-committee meetings to plan for the expansion of the group, the application of the compensation policy and the finalisation of its workplan for implementation in 2023.

With Government, CSOs, and RUNOs working together, the Programme recorded progress in all six outcomes of the Spotlight Initiative. Many of those changes were at the strategic levels, providing the basis for continued action towards achieving the targets and sustaining the progress towards ending violence against women and girls (EVAWG). Significant cumulative achievements were:

- The rights of victims and survivors were amplified through consultations on the law reform proposals, the drafting of the victims' rights policy,

Key Results in 2022

Outcome 1: Laws and Policies

- ✓ Service providers were trained on the draft Victims'/Survivors' Rights Policy and its implications to their work.
- ✓ Stakeholders gave feedback on draft position papers and bills.
- ✓ Accountability mechanism for Victims'/Survivors' Rights Policy was drafted.
- ✓ A 1st draft of a revised Action Plan for the Gender Equality Policy was developed.

Outcome 2: Strengthening Institutions

- ✓ Government sectors committed to the establishment of national and sub-national coordinating mechanisms on EVAWG.
- ✓ Assessment completed, personnel trained, and specific recommendations made on piloting gender-responsive budgeting.
- ✓ Government and CSO personnel completed intensive training course on gender analysis and mainstreaming.

Outcome 3: Prevention and Social Norms

- ✓ Selected tutors at the country's lone college received training in preparation for the delivery of the Foundations Programme.
- ✓ "Stop, Take a deep breath, and Relax" (STAR) campaign executed and results assessed.
- ✓ Resources on comprehensive sexuality education was made available for HFLE teachers and Guidance Counsellors.
- ✓ A series of public engagement activities, adapted from the Clothesline Project, was implemented to sensitise the public and contribute to the prevention of VAWG.

Outcome 4: Quality Services

- ✓ Priority Access Routes and supporting agreements drafted for institutions to provide social safety nets to victims and survivors.
- ✓ Service providers have increased knowledge and capacities to deliver services aligned to the SOPs.
- ✓ Standard Operating Procedures on EVAWG officially launched.

Outcome 5: Data

- ✓ A web-based system for the collection of administrative data was developed and training was conducted.
- ✓ Equipment and software were provided to data producing agencies and the central hub to support the piloting and adoption of the harmonised data collection system.
- ✓ A CSO conducted advocacy activities.

Outcome 6: Civil Society Organizations/Women's Movement

- ✓ Civil Society Mapping and Capacity Assessment Report was finalized.
- ✓ Further assessment and capacity development with WROs and CSOs was started.
- ✓ Caribbean Gender Alliance was formed, with participation by CSOs in Grenada.

- and consultations on the reintegration of adolescent mothers into mainstream schools.
- Service providers from the health, justice, policing and social sectors received clear guidelines for the delivery of quality, essential services to victims and survivors, and they committed to implementing them when the Standard Operating Procedures (SOPs) were launched.
- Government stated its intention to establish national and sub-national coordinating mechanisms in VAWG to improve collaboration and accountability, and to support implementation of the SOPs, the Victims'/Survivors' Rights Policy and the data system that was developed for piloting.
- Service providers started to enhance skills and build capacity to provide client-centred services and collect administrative data.
- Spaces at selected institutions were retrofitted and equipment made available to provide quality essential services.
- The system for responding to the needs of victims and survivors was expanded with Government agencies and CSOs receiving support to scale-up or develop services, such as through a programme for economic empowerment, improving referral systems among service providers and increasing access to services in rural communities.
- The public received prevention programmes which were enhanced with the addition of the Foundations programme, a community approach to the Batterers Intervention programme, the development of unified messaging for social and behaviour change communication, procurement of a vehicle to facilitate mobile campaigns, and the implementation of campaigns.

The Programme also saw progress in relation to the cross-cutting objectives and principles, but the challenges related to weak institutional architecture and capacity both in Government and civil society continued to plague implementation of the Programme. Further, members of the small pool of professionals and advocates involved in implementation indicated that burnout and exhaustion were creeping in and that it could spiral to apathy and diminishing returns. Leadership changes and limited communication by CSO partners and grantees also affected implementation in 2022. However, the programme team and partners persisted, giving much effort to reflecting on the Programme through dialogue on the Mid-Term Assessment (MTA) report and planning for phase II, and continuing implementation while facilitating dialogue with various partners, especially the new Government. As a result, the Programme was able to record three promising practices: (1) Working as One UN to ensure complementarity throughout the programme; (2) establishing synergies with the CariSECURE project; and (3) collaborations with the Regional Spotlight Initiative Programme.

The results of the MTA were received in 2022. It showed that, in general, the Programme was relevant and efficient, but that it should pay attention to becoming more effective and prepare for sustainability. The Programme therefore adopted the recommendations to build the capacity of the women's movement and CSOs; strengthen monitoring, evaluation and feedback

mechanisms; and better integrate structurally excluded groups. The findings and recommendations in this timely review contributed significantly to the design of Phase II.

The Programme continued to execute the principle of Leaving No One Behind. It acknowledged that introducing service providers to sign language was a major step, as well as reaching out to rural communities, groups representing persons in the LGBTIQ community and adolescent mothers. However, the Programme recognised that more had to be done include residents from Carriacou and Petite Martinique, the two permanently populated islands that are part of the State of Grenada, as well as more rural communities, women's rights organisations (WROs) and youth. As a result, representatives from the Government Ministry and CSOs in Carriacou and Petite Martinique would be invited to join the Technical Coherence and Operations Committee (TCOC) and the Civil Society National Reference Group (CS-NRG) respectively. Other groups that were not adequately represented would also be invited to join, in particular rural communities in Grenada, the women's movement and young people. RUNOs also committed to taking measures to engage those groups more and to ensure that the benefits of the programme reached them more deliberately.

In preparation for sustainability, the Programme identified and summarised the major gaps it sought to fill, the main interventions being made and the transformational changes that should be sustained. It also identified the strategies to be employed. These would contribute to the development of a detailed sustainability plan that would address items that could be sustained without external financial and technical resources, and those that would need further investment from development partners.

In its Voluntary National Review on the Sustainable Development Goals, presented in July 2022, Grenada reported that "the Spotlight Initiative on ending violence against women and girls highlights the 'all-of-society' approach required to advance the attainment of SDG 5". The Programme would build on this approach, through partnership with the Ministry for Gender Affairs and other line Ministries, and through strengthening the women's movement and other relevant CSOs.

Contextual Shifts and Implementation Status

During 2022, there were changes in the context in which the programme was being implemented. The most significant shift was that on June 23, 2022, general elections were held. This resulted in a change in Government, and subsequent changes in the Minister, Permanent Secretary and other persons at the leadership and technical levels of the lead Ministry. The period of the election campaign and the resulting transition also interrupted some of the implementation and governance processes, especially from May to August. However, the new Government continued

to embrace the Grenada Spotlight Initiative, noting that it fit within the transformation agenda planned for the country. For the first time since 2003, the Government named a Ministry of Gender Affairs, as part of the Ministry of Social and Community Development, Housing and Gender Affairs. This Ministry has a Minister and there is also a Minister of State with responsibility for Social Development and Gender Affairs within that Ministry. This change brings greater visibility to gender equality and the empowerment of women, increases the status of the National Gender Machinery, and demonstrates government's intention to address gender issues. Further, the new Prime Minister identified that, among other things, violence against women and the stereotypical approach in responding to adolescent mothers were among the women's issues that the Government would address. Government's commitment to addressing those issues and the establishment of a Ministry of Gender Affairs offer promise that urgent action and transformational results would be achieved under the Grenada Spotlight Initiative.

COVID-19 restrictions were lifted during the first quarter of 2022, which allowed an increase in the face-to-face activities. As a result, the programme benefitted from three visits by senior UN and EUD officials who were based in Barbados. The first was a visit by the UN Women Representative, who was accompanied by the Technical Focal Point. During their visit in April, they met with Government and CSO partners, conducted sight visits to selected CSOs and participated in a consultation that was part of the preparation of the Phase II Proposal. The second mission was by the Technical Focal Point from UNICEF who visited Grenada in May to participate in the launch of the online tools for teachers of Health and Family Life Education and the Consultation on the draft bills. The third mission was headed by the UN Resident Coordinator (UN RC), who led the United Nations Sub-Regional Team in a series of engagements with the new Government in the third week of August. One of the activities was the first face-to-face meeting of the National Steering Committee of the Grenada Spotlight Initiative. The fourth visit was made by the EUD in December. During that visit, the Ambassador and team visited the lead Ministry, including the GBV Unit, where they were able to meet with the Minister and Permanent Secretary, have a look at the recently retrofitted client interview room, and chat briefly with the team that works directly with victims and survivors. They also visited and participated in a prevention and public sensitization activity that was being undertaken in the city centre and they met with civil society organizations. These visits by the UN and the EUD officials inspired the personnel who implement activities on a day-to-day basis, helped the officials to develop an appreciation for the situation in Grenada and the context in which the Programme was being implemented, and solidified high-level commitment and partnership for the programme.

The programme continued to monitor employment data, reports of sexual violence and intimate partner violence and added births to adolescent mothers. The Labour Force Survey (2021) showed that women continued to have lower economic participation rates, with 2021 having the widest gap in the last four years. In addition, women continued to experience higher total unemployment rates than men and it was noted that the unemployment rate among young women was 42%, while for young men it was 36%. Similarly, among heads of households, the

unemployment rate for women was 19% while for men it was 10%. Further, a World Bank report, *Breaking Barriers to Women's Economic Inclusion in Grenada*, though acknowledging that there have been gains towards gender equality, states that most women “remain restricted to less productive sectors and have lower earnings than men.” This difference in economic autonomy continues to place women at a disadvantage when exercising agency, such as their physical autonomy. It is anticipated that policies and programmes to advance GEWE, including the revised action plan of the Gender Equality Policy and gender responsive budgeting, both supported by the Programme, would also address women's economic empowerment.

In relation to sexual violence during 2022, the Royal Grenada Police Force (RGPF) recorded 335 reports of rape, indecent assault, sexual assault, sexual intercourse with persons under 13 and under 16 years old, and incest combined. The Child Protection Authority recorded 152 cases of child sexual abuse, representing 25% of their cases that year. In addition, approximately 42% of all cases in the January 2023 assizes were sexual offences, of which 36% involved sexual intercourse with a minor (child under the age of 16 years). In 2021, there were 34 births to girls 17 years old and under, a number similar to four of the last five years, with a high of 50 in 2018. In relation to intimate partner violence (IPV), one of the classifications of domestic or family violence, the RGPF reported receiving over 650 cases approximately 82% of which were against women. The GBV Unit reported receiving 99 cases 95% of which were against women. These figures show that there was no significant difference in the number of reports from the previous year. It is expected that a reduction in the incidence of these forms of violence would be observed in the coming years when the law reform and prevention programmes have had some time to make an impact on the social norms.

The Programme remains on schedule to successful completion despite the further delays experienced in 2022. By the end of the year the program had delivered approximately 90% of the funding for phase one and had received approval for Phase 2. Given the level of political commitment expressed by the government and the continued dedication of the CSOs and the UN, it was anticipated that the remaining targets would be met in 2023 and that transformational changes would be made, contributing significantly to the overall goal that women and girls in Grenada, Carriacou and Petite Martinique, particularly those most vulnerable, live a life free of intimate partner violence, sexual abuse and other forms of gender-based violence.

Implementation progress by outcome area

Estimates of expenditure by outcome from the start of the programme up to 2022 show that the majority of programme funds were spent for prevention and norm change (Pillar 3) and quality services (Pillar 4).

Spotlight Initiative - Outcome areas	Implementation progress as of 31 Dec, 2022
Outcome 1: Legal and Policy Framework	7.3%
Outcome 2: Institutions	10.2%
Outcome 3: Prevention and Norm Change	31.8%
Outcome 4: Quality Services	32.2%
Outcome 5: Data	8.1%
Outcome 6: Women's Movement	10.3%
TOTAL	100%

Programme Governance and Coordination

a) National Steering Committee

There were several changes in the membership of the National Steering Committee (NSC) of the Grenada Spotlight Initiative experienced due to changes in the Government, EUD and UN during 2022. These changes, however, did not have a negative impact on the functioning of the NSC because the technical personnel who support them largely remained unchanged and they immediately embraced the Programme. The members of the NSC are shown in the table below:

NSC Members at the start of 2022	Status	NSC Members by the end of 2022
Hon. Delma Thomas, Minister for Social Development, Housing and Community Empowerment	Changed, June 2022	Senator the Hon. Gloria Ann Thomas, Minister of State with Responsibility for Social Development and Gender Affairs in the Ministry of Social and Community Development, Housing and Gender Affairs
Mr. Didier Trebucq, UN Resident Coordinator, Barbados and the Eastern Caribbean	Unchanged	Mr. Didier Trebucq, UN Resident Coordinator, Barbados and the Eastern Caribbean
Felipe de la Mota, Team Leader, Regional Co-operation & Trade Support, EUD	Changed September 2022	Florian Luetticken, Head of Sector for Good governance, Security and Human Development, EUD

Lisa Telesford, Senior Legal Counsel, Ministry of Legal Affairs, Government of Grenada	Unchanged	Lisa Telesford, Senior Legal Counsel, Ministry of Legal Affairs, Government of Grenada
Nester Edwards, Chief Nursing Officer, Ministry of Health, Government of Grenada	Unchanged	Nester Edwards, Chief Nursing Officer, Ministry of Health, Government of Grenada
Jacqueline Pascal, Representative, Ministry of Social Development, Housing and Community Empowerment	Changed April 2022	Jicinta Alexis, Senior Programme Officer (Ag), Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs
Shakey Cornwall, Chairperson, Civil Society National Reference Group	Unchanged	Shakey Cornwall, Chairperson, Civil Society National Reference Group
Kerlin Charles, Member, Civil Society National Reference Group	Unchanged	Bernadette Bartholomew, Alternate, Civil Society National Reference Group
Tonni Brodber, Representative, UN Women Multi-Country Office – Caribbean	Unchanged	Tonni Brodber, Representative, UN Women Multi-Country Office – Caribbean
Valerie Cliff, Resident Representative, UNDP	Changed August 2022	Limya Eltayab, Resident Representative, UNDP Barbados and the Eastern Caribbean
Aloys Kamuragiye, Representative, UNICEF	Changed August 2022	Pieter Bult, Representative, UNICEF Office for the Eastern Caribbean Area
Yitades Gebre, Representative, PAHO/WHO	Changed August 2022	Dr Amalia Del Riego, PAHO/WHO Representative, Barbados and the Eastern Caribbean Countries

Two meetings of the NSC were held in 2022, on August 23 and November 24. The meeting held in August was the first face-to-face meeting of the NSC, bringing most of the members of the NSC together for the first time since the Programme started. Most importantly, the NSC welcomed the Minister of Social and Community Development, Housing and Gender Affairs and the Minister of State with responsibility for Social Development and Gender Affairs within that Ministry to their first meeting on the Programme. It also welcomed the new Representatives for PAHO, UNICEF and UNDP. For this meeting, the members, observers and technical team from Grenada were joined by the UN RC, and the Representatives from UN Women and PAHO/WHO, while the Representatives from UNDP and UNICEF, along with the EUD participated online. It served as the first platform for engaging the new government on the Programme, in particular on the Phase II proposal, and establishing relationships. During the discussion on the framework for Phase II, the Government officials identified their vision and priorities for the Programme. These were used to redesign the proposal for submission. The meeting also discussed Grenada's participation in the Global Learning Symposium. The second meeting for the year focussed its attention on increasing stakeholder engagement. As result, it was decided to expand the Technical Coherence and Operations Committee.

b) Civil Society National Reference Group (CSNRG)

The CS-NRG continued its operations during 2022 with all nine (9) members continuing from the previous year. However, there were adjustments in the executive, the addition of a co-chair, while the Chairperson was unable to fulfil the role for a few months.

Several meetings were held. During the meetings, the members considered and contributed to the 2021 Annual Report, the Phase II proposal, and the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative. The CS-NRG also discussed the state of the women's movement, noting that the umbrella women's rights organisation, Grenada National Organisation of Women, was noticeably absent from the Programme because it was experiencing significant institutional weaknesses. It considered whether a new organisation or network would emerge, but then decided to offer support to that organisation in recognition of its broad membership, historical role and continued interest in advocating for women's rights and EVAWG, and the value of its brand in the country. During the last quarter, the CS-NRG held a series of sub-committee meetings to prepare for its expansion, implementation of the compensation mechanism, development of a membership policy and the completion of its 2023 workplan. The results of these meetings were expected to lead to a more active and impactful CS-NRG in the upcoming year.

During the year under review, the CS-NRG participated in the meetings of the NSC and TCOC, as well as the Joint Pillar Teams, whenever those were held, ensuring that the interests of the women's movement and civil society organisations were represented. Their participation contributed to the discussions, especially at the TCOC meetings. The CS-NRG participated in the preparation and review of proposals that were being made to the TCOC, and they also provided feedback during the broader discussions on topics such as the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative, and the restructuring/expansion of the CS-NRG. In those meetings, as well as meetings with the UN RC, RUNOs and the EUD, the CS-NRG also highlighted the need for programmes like the Spotlight Initiative do the following:

- Support human rights defenders and CSOs that serve victims and survivors;
- Avoid tokenism: provide longer-term support for the capacity development and operations of grassroots organisations and movements in a manner that would meet the needs of the organisations, not only the needs of the development partners that were required to demonstrate that they had engaged CSOs;
- Empower social movements and local organisations to recognise, explore and incorporate local knowledge and experiences, as well as creative/new approaches, when seeking to solve the problems within their society.

The programme had budgeted for the CS-NRG in 2022, but the funds were not utilised since the CS-NRG had not approved its 2021 – 2022 workplan and therefore could not implement any

activities that incurred cost. As a result, the budget would be made available for their use in 2023, with an additional allocation. The proposed workplan included:

- Continuous operations of the CS-NRG
- Collaborating to host programme activities
- Establishing and maintaining a social media presence
- Sharing results of assessments, etc. with CSOs
- Public awareness of the CS-NRG, and the work of CSOs, women's human rights defenders and advocates
- Support assessment, strengthening and expansion of the women's movement in Grenada, Carriacou and Petite Martinique

Recognising that the members were acting in several capacities, such as staff or consultants of implementing organisations and grantees or RUNOs, and had other volunteer duties, the CS-NRG committed to reviewing its approach to implementing its functions, such as by assigning specific members to follow-up on decisions from the meetings and requesting a specific stipend to do so. It was also anticipated that the expansion of the group to include organisations representing children's rights, the women's movement, youth, groups representing Carriacou, Petite Martinique, rural communities, persons with disabilities, LBGTIQ+, and so on, would assist the CS-NRG in representing their views and acting on their behalf, while having more "hands on deck" to implement its workplan. It was also expected that the inclusion of representatives from those organisations would increase credibility, encourage networking and contribute to sustainability.

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

Inter-Agency coordination continued in 2022 through three of the four mechanisms identified for that purpose. The Technical Coherence and Operations Committee (TCOC), Joint Pillar Teams and meetings of the Technical Focal Points from the Recipient UN Organisations (RUNOs) functioned during the year. Unfortunately, the Inter-Ministerial Council of Gender Focal Points, which was meant to be the Government Reference Group but was already weakened during the COVID-19 Pandemic, did not meet in 2022. This was due firstly, to the changes in the National Gender Machinery, followed by the change in Government and the resulting re-alignment of Ministries and Departments. The Ministry of Gender Affairs has advised that actions were being taken to reconstitute the Council for 2023.

Each of the six pillars was led by a RUNO, who continued to be PAHO/WHO, UNDP, UNICEF or UN Women. Support was also provided by another RUNO for five of the pillars, and in some cases, by the Associated Agency, UNFPA, as indicated in the Country Programme Document. In addition, UN Women was the Technical Coherence Lead for the entire programme, and, in that capacity, 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 UN RC.

Technical Coherence and Operations Committee

The Technical Coherence and Operations Committee (TCOC) continued its function as 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 and the Permanent Secretary of the lead Ministry. 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 and a representative each from the UN Associated Agency, the UN Resident Coordinator's Office (UN RCO) and the EUD. The members of the TCOC in 2022 were:

Entity	Representative at the start of 2022	Representative at end of 2022
Co-Chair	Chrissie Worme-Charles, Permanent Secretary (Ag), Ministry of Social Development, Housing and Community Empowerment	Veronica Charles, Permanent Secretary (Ag), with responsibility for Social Development and Gender Affairs, Ministry of Social & Community Development, Housing and Gender Affairs
Co-Chair	Tonni Ann Brodber Representative UN Women Multi-Country Office – Caribbean	Tonni Ann Brodber Representative UN Women Multi-Country Office – Caribbean
European Union Delegation to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD)	Mariana Arias Programme Manager (Gender; Agriculture & SPS; Triangular Cooperation)	Mariana Arias Programme Manager (Gender; Agriculture & SPS; Triangular Cooperation)
RUNO Technical Focal Point, UNICEF – Pillar 1	Heather Stewart, Child Protection Specialist, UNICEF Office for the Eastern Caribbean Area	Heather Stewart, Child Protection Specialist, UNICEF Office for the Eastern Caribbean Area
Pillar Lead, Government of Grenada – Pillar 1	Lisa Telesford, Senior Legal Counsel, Ministry of Legal Affairs/Attorney General's Office	Lisa Telesford, Senior Legal Counsel, Ministry of Legal Affairs/Attorney General's Office
RUNO Technical Focal Point, UNDP – Pillars 2 and 5	Noha Saad Zaghloul, Gender Specialist and Spotlight Initiative Coordinator, UNDP Barbados and the Eastern Caribbean	Noha Saad Zaghloul, Gender Specialist and Spotlight Initiative Coordinator, UNDP Barbados and the Eastern Caribbean
Pillar Lead, Government of Grenada – Pillar 2	Jacqueline Lorice Pascal, Coordinator, Committee for the Prevention of Child Sexual Abuse, Ministry of Social Development,	Jicinta Alexis, Senior Programme Officer (Ag), Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs

	Housing and Community Empowerment	
Pillar Lead, Government of Grenada – Pillar 5	Halim Brizan, Director of Statistics, Central Statistical Office, Ministry of Finance	Halim Brizan, Director of Statistics, Central Statistical Office, Ministry of Finance
RUNO Technical Focal Point, UN Women – Pillars 3 and 6	Je'nille Maraj, Planning and Coordination Specialist, UN Women Multi Country Office – Caribbean	Je'nille Maraj, Planning and Coordination Specialist, UN Women Multi Country Office – Caribbean
Pillar Lead, Government of Grenada – Pillar 3	Jacqueline Lorice Pascal, Coordinator, Committee for the Prevention of Child Sexual Abuse, Ministry of Social Development, Housing and Community Empowerment	Rachel James, GBV Responder I, Gender Based Violence Unit, Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs
Pillar Lead, Pillar 6 (CS-NRG)	Shakey Cornwall, Chairperson, Grenada Spotlight Civil Society National Reference Group	Shakey Cornwall, Chairperson, Grenada Spotlight Civil Society National Reference Group
RUNO Technical Focal Point, PAHO – Pillar 4	Darlene Omeir Taylor, Family and Community Health Advisor, PAHO/WHO Office for Barbados and the Eastern Caribbean Countries	Solange Kobi Jackson, Family and Community Health Advisor, PAHO/WHO Office for Barbados and the Eastern Caribbean Countries
Pillar Lead, Government of Grenada – Pillar 4	Nicole Neva Pitt, Gender Based Violence Programme Officer, GBV Unit, Division of Gender and Family Affairs, Ministry of Social Development, Housing and Community Empowerment	Nicole Neva Pitt, Gender Based Violence Programme Officer, GBV Unit, Division of Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs
CS-NRG	Cassandra Mitchell, Co-Chair, Grenada Spotlight Civil Society National Reference Group	Cassandra Mitchell, Co-Chair, Grenada Spotlight Civil Society National Reference Group
Resident Coordinator's Office	Kenroy Roach, Senior Development Coordination Officer, Strategic Planner and Team Leader	Feona Sandy, National Country Coordinator – Grenada
Associated Agency Technical Focal Point, UNFPA	Denise Blackstock, UNFPA	Denise Blackstock, UNFPA
Grenada Spotlight Programme Coordinator	Elaine Henry-McQueen	Elaine Henry-McQueen

The TCOC continued 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. During 2022, the TCOC held two meetings. The first meeting that year, held on March 7, examined the draft MTA report and 2021 Annual Report,

and discussed how the findings and recommendations could be applied. It also approved the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative. At the second meeting, held on October 4, the TCOC discussed progress towards attainment of results under Phase I. The meeting also deliberated on the final draft Phase II proposal and considered preparation for implementation, including the restructuring/expansion of the CS-NRG.

RUNO Meetings

During 2022, the Programme continued to hold meetings of the RUNOs, UN RCO and PCIU at least once every two months. These periodic meetings allowed detailed technical discussions to be held on topics such as acceleration strategies, opportunities for collaboration, attainment of results, challenges and setbacks, preparation for TCOC and NSC meetings, as well as identification and clarification of notices and guidelines from the Spotlight Secretariat.

In 2022, the main items that dominated the RUNO meetings were the MTA report and the Phase II proposal. In the first quarter of the year, the RUNOS spent time examining the draft MTA Report to provide feedback for its finalisation. Following this, attention went to considering the recommendations with a view to applying them in programme execution. Throughout the year, the RUNO meetings also deliberated on the consultation process, design and detailed preparation of the phase II proposal.

Joint Pillar Teams

The Joint Pillar Teams, one for each Pillar, were in operation in the first half of 2022 and were integrally involved in the consultations to review implementation in 2021 and identify priorities and strategies for Phase II. However, the Teams became inactive following the leadership changes, which included realignment of Ministries and Departments and changes at the technical levels in Government including some Local Pillar Leads, accompanied by the delay in submitting Phase II proposal. The Programme also determined that consideration should be given to reconstituting the teams to align with the stakeholders for the 2023 workplan.

Spotlight Communities of Learning

Activities were held to continue to engage the Grenada Spotlight Community, which was loosely comprised of everyone involved in the implementation of the Programme, including partners, grantees and other stakeholders from Government and civil society, along with colleagues from the RUNOs and the EUD. The main engagement with the community was a series of consultations on the Phase II Proposal. The consultative activities from January to April 2022 included six (6) Joint Pillar Team Meetings, eight (8) meetings with specific sectors/stakeholders, a two-day virtual cross-sectoral consultation, a half-day high-level hybrid consultation and a half-day technical consultation. The UN Women Representative and Technical Lead were present

for the two half-day consultations. These contributed to the development of the 1st draft of the proposal. Consultations on Phase II resumed in August 2022, focussing on technical meetings with the Government of Grenada, and the finalisation of the proposal with the RUNOs and the EUD. These consultations helped to ensure that the programme remained responsive to the needs and priorities, and secure buy-in and commitment for implementation.

The Grenada Programme continued its participation in the Spotlight Communities of Learning within the Caribbean and globally, such as online sessions with the Global Spotlight Community and meetings of the Programme Coordinators in the Caribbean. These communities provided opportunities for the exchange of views on policy and implementation issues. They also facilitated the sharing of strategies, good practices and solutions to similar problems.

Four members of the Grenada Spotlight Community participated in the Global Learning Symposium held in Mexico in September 16-18, 2022. They were:

- Shakey Cornwall: Chairperson of the Grenada Civil Society National Reference Group and Member of the National Steering Committee
- Nester Edwards: Chief Nursing Officer, Ministry of Health, Wellness and Religious Affairs and Member of the National Steering Committee
- Glendonna Johnson: GBV Responder 2, GBV Unit, Ministry of Social and Community Development, Housing and Gender Affairs
- Kinda Pierre: Youth Advocate

At the Regional level, the Programme Coordinator continued to serve 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 Civil Society Regional Reference Group. The Programme Coordinator delivered a presentation on “Using Evidence for Change: Prevention, Response and Advocacy” to a Workshop by the Regional Spotlight Initiative on “Methods, Approaches and Ethical Guidelines for the conduct of National Prevalence Surveys on Violence Against Women and Girls (VAWG)” held on June 21-22.

d) Use of UN Reform inter-agency tools

In keeping with the UN Development System Reform and the MCO Review, the UN RCO continued to place greater emphasis on delivering as one to better maximize efficiencies and strengthen coherence, including through the delivery of the Grenada Spotlight Initiative. 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 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 UN RC is the chair of the SDG Programme Team, and he identified

a dedicated UN RCO Focal Point to lend support to implementation of the Spotlight Programme. Routine reviews were coordinated by the UN RCO, with support from UN Women. Additionally, the RUNOS and several implementing partners and stakeholders participated in development of the United Nations Multi-Country Sustainable Development Cooperation Framework and the Country Implementation Plan for Grenada and shared priorities, feedback and lessons learnt from implementing the Spotlight Programme.

In 2022, the UN RC and Sub-Regional Team also met with the Cabinet and Senior Government Officials to discuss the Multi-Country Sustainable Development Cooperation Framework and the opportunities for development cooperation with Grenada. Along with the Human Rights Specialist and the CSO Focal Point from the RCO, the UN RC met with civil society representatives, which included some of the members of the CS-NRG.

Programme Partnerships

a) Government

Close partnership with the Government of Grenada continued throughout 2022. In the first half of the year, it was led by the Ministry of Social Development, Housing and Community Empowerment, and from July, by the rebranded Ministry of Social and Community Development, Housing and Gender Affairs. This change in the name of the Ministry followed the general election on June 23, 2022 which resulted in a new Government being sworn in. The new Government created a Ministry of Gender Affairs, which is part of the Ministry of Social and Community Development, Housing and Gender Affairs, and assigned both a Minister and a Minister of State with responsibility for Gender Affairs. As a result, the National Gender Machinery was given the status of a Ministry and there was increased visibility of and accountability for GEWE in the governance of the country.

The Government stated its continued political commitment for the Grenada Spotlight Initiative. During the presentation on the 2023 Budget to Parliament in December 2022, the Prime Minister, Hon. Dickon Mitchell, pledged the continued implementation of the Grenada Spotlight Initiative to End Violence Against Women and Girls, and stated that:

“Government is committed to gender equality and considers the empowerment of all women and girls as fundamental for resilience, empowerment, and growth.”

Most of the engagement with the Government of Grenada was with the Lead Ministry, including frequent discussions with the Lead Minister and Permanent Secretary. However, the RUNOS and technical personnel of the Programme also interacted with other Ministries and Departments

such as the Ministry of Health, the Office of the Attorney General and Ministry of Legal Affairs, Ministry of Education, Ministry of Finance, Ministry of ICT, Ministry of Mobilisation, Implementation and Transformation and the Royal Grenada Police Force for specific activities.

From the start of the Programme, the Government had identified senior technical officers from the Lead Ministry and other Ministries to be the Local Pillar Leads for Pillars 1 – 5 and indicated that Pillar 6 should be led by civil society. The Local Pillar Leads continued to serve as counterparts to the Technical Focal Points from the RUNOS throughout 2022, with a few changes in personnel assigned. The list of Pillar Leads follows, with changes identified:

Pillar	Start of 2022	Status	End of 2022
1	Lisa Telesford, Senior Legal Counsel, Office of the Attorney General, Ministry of Legal Affairs	No changes	Lisa Telesford, Senior Legal Counsel, Office of the Attorney General, Ministry of Legal Affairs
2	Jacqueline Pascal, Coordinator, Committee for the Prevention of Child Sexual Abuse, Ministry of Social Development, Housing and Community Empowerment	Changed in April 2022	Jicinta Alexis, Senior Programme Officer (Acting), Ministry of Gender Affairs
3	Jacqueline Pascal, Coordinator, Committee for the Prevention of Child Sexual Abuse, Ministry of Social Development, Housing and Community Empowerment	Changed in April 2022 and then in October 2022	Rachel James, GBV Responder 1, GBV Unit, Ministry of Gender Affairs
4	Nicole Neva Pitt, GBV Programme Officer, GBV Unit, Division of Gender and Family Affairs, Ministry of Social Development, Housing and Community Empowerment	No changes	Nicole Neva Pill, GBV Programme Officer, GBV Unit, Ministry of Gender Affairs
5	Halim Brizan, Director of Statistics, Central Statistical Office, Ministry of Finance	No changes	Halim Brizan, Director of Statistics, Central Statistical Office, Ministry of Economic Development and Planning
6	Shakey Cornwall, Chairperson, CS-NRG	No changes	Shakey Cornwall, Chairperson, CS-NRG

The Local Pillar Leads managed implementation of activities by their Ministry or entity, and served as a liaison between the RUNOs and the Government at the technical level, helping to ensure that the circumstances in the field were considered and the local needs were being met. The Programme Coordination and Implementation Unit and the RUNOs engaged these Local Pillar Leads on matters related to the pillars/outcomes they lead. In some cases, the Technical Focal Points from the RUNOs engaged the Pillar Leads primarily in relation to the specific partnerships with their Ministry, while in other cases, such as for Pillar 4, the RUNOs engaged more broadly on various aspects of implementing activities in that pillar, including with other Ministries and/or with CSOs. During 2022, the Pillar Leads contributed significantly to designing phase II.

The continued involvement of the Government at the political, administrative and technical levels augurs well for the successful implementation and sustainability of the programme.

b) Civil Society

Since the start of the Programme, ten (10) civil society organisations were involved in implementation as either grantees or implementing partners. The CSOs were allocated 34% of the programme outcomes costs for phase I and, of the funds allocated, they had received 82% by the end of 2022. During 2022, mainly because of the transition from phase I, UNICEF was the only RUNO that started new partnerships, while partnerships with UNDP and UN Women that started in 2021 were being implemented. All partnerships with PAHO had ended the year before. The table below shows the CSOs that implemented activities in 2022.

Name of CSO	Brief Description	RUNO	Summary of Results
Grenada Education and Development Programme (GRENED)	National, serving in-school youth in rural communities	UN Women	Agreement for a second small grant expired but was incomplete.
Grenada National Organisation of Women (GNOW)	National, umbrella women's rights	UN Women	Agreement for a small grant expired but was incomplete.
		UNICEF	Hosted a national consultation on law reform.
GrenCHAP	National, serving LGBTIQ+ persons and other vulnerable populations	UN Women	Design, implementation, monitoring, and evaluation of a multimedia communication campaign to improve access to family violence (FV) and SRH related services among vulnerable women, girls, and families
Legal Aid and Counselling Clinic (LACC) an entity of Grenada Community Development Agency	National, providing various services and programmes to victims, survivors and perpetrators	UNICEF	Facilitated procurement of goods and services for implementation of activities by other CSOs and Government
Rotary Club of Grenada	International	UNDP	Developed an advocacy plan, hosted six (6) events to advocate for the Gender Equality Policy and Action Plan, and facilitated networking
Windward Islands Research and Education Foundation (WINDREF)	International, academic	UNICEF	Develop and implement a campaign for social and behaviour change – “Stop, Take a Deep Breath and Relax” Campaign

A few of the CSOs routinely engaged their RUNO partner, the PCIU and others during implementation, but in general, one challenge experienced was a lack of advance communication by some the CSOs that were implementing grants. Therefore, the RUNOs were usually not advised of progress, or the dates and nature of events before they occurred, and the reports were submitted long after completion. As a result, support for technical coherence and application of the communication and visibility guidelines could not be done effectively and routinely, monitoring by the PCIU during implementation was often not possible, and partners and other stakeholders, including the EUD were often not invited to participate or support. The programme would consider strategies to ensure greater sharing of information by all partners in the coming year.

From 2021, the CS-NRG lamented the fact that the women's movement was not as actively involved as would have been expected in a Programme like this and discussed the importance of rebuilding the women's movement. Therefore, it offered technical support to the Grenada National Organisation of Women, the national umbrella organisation that represents women with its motto being "empowering for gender equality" and which was known to the media and the public as the voice of the women of Grenada. The organisation accepted the support, and early in 2022, a member of the CS-NRG assisted the organisation to examine its position by conducting an analysis of its strengths, weaknesses, opportunities and threats (SWOT analysis). The CS-NRG noted, however, that the organisation should be further encouraged to operate in accordance with the provisions in its constitution, and to use the SWOT analysis to develop a strategic plan to become reinvigorated to fulfil its role in organising grassroots women's groups and leading the advocacy for women's rights in Grenada, Carriacou and Petite Martinique.

During 2022, the national umbrella women's organisation was given an opportunity to play a leading role in the programme. UNICEF used a non-competitive process to engage the Grenada National Organisation of Women to host a consultation on law reform, which was held on May 19. With the support of a consultancy firm provided by the RUNO, they organised the consultation on the draft Position Papers and Bills that were contemplated for law reform under Pillar 1. The Attorney General delivered the Feature Address, and the Permanent Secretary for Social Development and the Spotlight Focal Point for UNICEF participated in this consultative activity. Participants received presentations on the gaps and proposed changes regarding Child Protection, Laws Supportive of Institutional Reform, Domestic Violence, Family Law Reform (Non-Marital Unions), Victims' Rights Reform and Sexual Offences. They discussed the recommendations and identified those they agreed with as well as made comments or raised queries on matters for further review. This whole-day activity brought together participants from the women's movement, other civil society organisations, Government Ministries and Departments, and in-school youth from the country's lone community college to discuss the issues, facilitated by lawyers and the legal consultant. Additional participants joined online as the

event was conducted using a hybrid format. This was the first significant activity organised by the women's movement under the Grenada Spotlight Initiative, and the largest consultation on law reform held thus far.

Within the period, the Programme further expanded the range of CSOs engaged in EVAWG. Under Pillar 5, UNDP partnered with the Rotary Club of Grenada, which completed the development of an advocacy plan in consultation with government and UNDP to complement and enhance implementation of the Gender Equality Policy and Action Plan. The Rotary Club was selected as a partner on this project as they have a global network of 46,000 clubs, with strong community engagement in Grenada and a focus on "improving the quality of life in the community". They had been established in Grenada for over 43 years.

The programme attracted the attention of a local men's organisation, called Men Advancing Progressively (MAP), that was recently formed with a stated intention to deliver support services that promote the health of men. The group held a series of one-hour panel discussions via the Government Information Service television, YouTube, and Facebook platforms. The Programme was invited to participate as a panellist on the final discussion in the series on the topic "Gender based Violence – One Male Crab in This Hole". The Programme Coordinator represented the Programme. The men's group also invited the Programme to consider including them in opportunities to bring relevant men's health related information and/or services to citizens.

c) European Union Delegation

The Delegation of The European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD) continued to demonstrate commitment to and interest in the Grenada Spotlight Initiative. During the year, the EUD was engaged in discussions on the MTA results and the development of the Phase II proposal. The EUD also paid a welcomed visit to Grenada. In addition, the EUD participated in all the meetings of the National Steering Committee and the Technical Coherence and Operations Committee held during the year.

During the first half of the year, the main items for engagement were the MTA Report and preparation of the Phase II proposal. The EUD submitted written feedback on the MTA report, seeking clarification on some of the findings and offering recommendations to address gaps identified. The main areas of concern from the MTA report were as follows: the slow pace of implementing capacity development activities with the Government and CSOs; limited human resources by the RUNOs and PCIU to effectively support implementation within Grenada accompanied by an apparent over-reliance on consultants; limited level of coordination among Government partners; and the low level of engagement with national and local grassroots organisations. The feedback on the MTA report was discussed thoroughly by the RUNOs and

RCO and responses provided, including commitments to use different approaches, whenever possible, in Phase II. On May 13, the UN RC, UN Women Representative and Programme Coordinators of the Grenada and Regional Programmes met with the EUD to ensure that their concerns were addressed and there was a shared understanding of the actions to be taken. In general, the EUD reiterated the need or greater visibility of the Programmes, asked to be included more frequently in programme activities, and requested a more systematic flow of information including progress reports. The Programmes committed to ensuring that all reasonable steps would be taken to ensure that those were addressed.

In relation to the Phase II proposal, the Programme Coordinator met with the EUD on February 21, 2022 to discuss ideas for inclusion in the proposal. The EUD also participated in the consultative activities with the Grenada Spotlight Community and provided feedback on the draft proposal at various stages of development. The main recommendations from the EUD were that the activities of phase II should prioritise Pillars three and four, and there should be increased reach to the rural areas in Grenada and to Carriacou and Petite Martinique. However, the EUD recognised the urgency of Pillars two and six, as without them, programme implementation and effectiveness would be seriously affected, and sustainability would be jeopardised. The priorities identified were incorporated in Phase II and their applications were expected in the coming year.

H.E. Malgorzata Wasilewska, Ambassador, led a visit to Grenada on December 12-14, 2022. As part of the mission, the Delegation engaged directly with the Grenada Spotlight Initiative through the following events which were arranged by the PCIU:

1. On Monday December 12: The entire Delegation visited a communication campaign (Clothesline Project) at the courtyard of the Esplanade Mall, St George's. This was an activity to close the 16 Days of Activism, led by the Ministry of Gender Affairs, with the support of CSOs. During their visit, the Ambassador painted a message on to a t-shirt, and provided an interview to the media present, which made the news that evening on all television broadcasts. In addition, the EUD team chatted with organisers, staff and patrons and observed messages written by other patrons earlier. They expressed satisfaction with the public engagement observed.
2. On Tuesday December 13, the Operations Team went to the Ministry of Gender Affairs where they met with the Minister and Permanent Secretary, and shared ideas for sustainability and broadening the themes for EU support to the Ministry. They then held a brief discussion with the client response personnel and Spotlight Team in the retrofitted GBV Unit Client Interview Room at the Ministry. The response team shared information and stories about their work and expressed appreciation for the visit. The Delegation then went to look at the mobile campaign vehicle.
3. Later the same day, Tuesday December 13, the EUD hosted a luncheon with selected CSOs, most of whom had been grantees or partners under the Grenada Spotlight Initiative. During the discussions, the EUD listened to the achievements made by the CSOs, the challenges experienced and other concerns and recommendations. The

Delegation encouraged the CSOs to apply for grant funding under the call for proposals that had been publicized by the EU.

The Programme was pleased to have increased its engagement with the EUD during the period. It was also thankful that the EUD ensured that it was available for the various meetings and other activities, and especially that during the visit to Grenada, the Delegation spent time with the partners in the field.

Results

Capturing Broader Transformations Across Outcomes

The Grenada Spotlight Initiative has been making steady progress towards achieving outcomes that would contribute to transforming the way in which violence against women and girls is addressed in Grenada, Carriacou and Petite Martinique. The most significant cross-cutting result in 2022 was the official launch of National Standard Operating Procedures for GBV for Grenada (SOPs). The programme also contributed to other transformational outcomes that were expected to materialise in 2023, and continued to apply the principles of the Spotlight Initiative during execution.

The Government of Grenada officially launched the SOPs for GBV, and in so doing, publicly declared that they must be implemented. Therefore, service providers from the health, justice, policing and social sectors have received updated guidelines for the delivery of quality, essential services to victims and survivors, and during the launch, they committed to implementing the SOPs. The commitment made by the sectors to implement the SOPs contributed to the achievement of indicators under outcome 2, level of integration of GBV. The launch of the SOPs also showed that the Government of Grenada was reinforcing the collaborations among the State entities and civil society organisations that provide services to victims and survivors of gender-based violence. In addition, the Government announced its commitment to establish the national and sub-national coordinating mechanisms to improve collaboration and accountability among service providers, and to consider approving implementation of the Victims'/Survivors Rights Policy and the data system that were developed.

The launch of the SOPs demonstrated that the Programme was investing in holistic, comprehensive, rights-based, multi-stakeholder programming to end violence against women and girls. It also demonstrated that when the UN Agencies work together, much could be accomplished. Given the SOPs' cross-cutting nature and their overarching sustained impact on the system for responding to VAWG in Grenada, they were considered as the most significant

transformational change to date. They would improve the delivery of services for the care, support and protection of victims and survivors from the moment of an initial report, through to the medium to long term process of healing and empowerment.

The programme also made progress towards other changes that would strengthen prevention and response to GBV in Grenada, in alignment with international standards and agreements. One such area was in the law reform, where consultations in 2022 continued to set the stage for national acceptance of reforms to legislation governing child protection (including the right to education and prohibition against corporal punishment), domestic violence, sexual offences, victims' rights, and other family issues including eliminating child marriage and providing inheritance rights to common law spouses. Another was the preparation made to pilot gender responsive budgeting, which would also be further supported by the completion and approval of the action plan for the Gender Equality Policy.

In 2022, the programme continued to operate in alignment with the principles of meaningful engagement of civil society. It provided funding to CSOs and made further investment to develop their capacity. Efforts were also made to increase the proportion of funds allocated to grassroots CSOs and the women's movement. In particular, the Programme provided opportunity for the Grenada National Organisation of Women to utilise convening power and gain visibility with the hope that this would motivate them to work more deliberately to organise the women's movement in alignment with its mission.

The principle of "Leave no one behind" (LNOB) was incorporated into implementation by Government and CSO partners and grantees, including law and policy reform, grants to the CSO that work with LGBTIQ populations, introductory training in sign language, increasing outreach and access to rural communities, and working towards the reintegration of adolescent mothers into mainstream schools. The Programme would continue to execute this principle, since the interventions being made would help realize the 2030 Agenda for Sustainable Development by leveraging the human rights foundation of the Sustainable Development Goals and the empowerment of women and girls. As such, the Programme defined LNOB in the context of Grenada to include special attention to the residents in rural communities in Grenada, as well as those on the islands of Carriacou and Petite Martinique.

The Programme also contributed to the principle of "Working as One UN" and related shifts in stakeholder attitudes and beliefs. In a demonstration of this principle, the RUNOs delivered a joint training on the SOPs and the Victims' Rights Policy. The training consultant for and the launch of the SOPs were funded by UNICEF, while the costs of logistics for the training were covered by PAHO. Preparatory activities for the training were also supported by technical assistance personnel assigned to the Ministry by UNDP. However, the process of meaningful engagement and consultation had not been linear; rather it was an iterative process in which

both partners and RUNOs learned from failure and lessons, while developing relationships of mutual respect, in place of one-off consultations. This learning would be further explored in 2023.

Capturing Change at Outcome Level

The Programme recorded progress in all six outcomes of the Spotlight Initiative. Many of those changes were at the strategic levels, providing the basis for continued action towards achieving the targets and sustaining the progress towards EVAWG. The following sub-sections highlight the results in each of the pillars.

Outcome 1: Legal and Policy Framework

Achievements towards law and policy reform in 2022 were significant. The Spotlight team worked in collaboration with key state and civil society organizations to draft and consult on crucial policy and legislation to improve responsiveness to the needs of women and girls in Grenada, in line with international standards. As a result, broad segments of stakeholders provided feedback on the draft Bills; service providers from the policing, social and health sectors increased their knowledge and capacities to deliver quality and coordinated essential services to victims and survivors of violence based on the approved Standard Operating Procedures and the draft Victims'/Survivors' Rights Policy; a draft accountability mechanism for the Victims'/Survivors' Rights Policy was completed for review; a model for the Family Court was prepared for consultation; and the 1st draft of a revised and costed Action Plan of the Gender Equality Policy was developed.

Public discussion on the rights of GBV victims/survivors, led by key policymakers and advocates in Grenada intensified mid-year. The draft Victims'/Survivors' Rights Policy, which was based on the Essential Services Package and aligned to the SOPs, benefitted from the inclusion of a chapter that described the mechanism and responsibilities for accountability. In addition, stakeholder knowledge of the draft policy supported its institutionalization as it was survivor-centred and presented both a strong foundation and a long-range vision for providing empowerment support for victims.

Another key achievement towards policy reform was the drafting of a revised and costed action plan for the Gender Equality Policy and Action Plan, which resulted from a series of over 15 consultation sessions that were held with gender focal points from other ministries and statutory bodies, women's organizations, men's organizations, LGBTQI+ organizations and groups representing persons with disability, reaching over 100 stakeholders through direct and indirect outreach including disseminating findings based on consultation sessions, and other documents.

Moreover, the Attorney General's Office, with Spotlight technical support, built upon the 2021 report entitled *A Comparative Legal Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls*. The Spotlight Legal Consultant and team were able to produce and consult on seventeen (17) interrelated new and/or amended laws that are responsive to the key concerns of women and girls in the tri-island state. The Bills seek, *inter alia*, to confer rights and obligations on cohabitants on the cessation of, or during a cohabitational relationship, and to regulate the treatment of surviving cohabitants in national support systems. With cohabitation the dominant form of relationships in Grenada, passage and enforcement of the proposed legislation would significantly contribute to increasing gender parity and economic empowerment for women and their children.

Further, proposed amendments to the Criminal Code seek to expressly define the term consent as it relates to sexual offences, remove distinctions between the maximum sentences for spousal versus non-spousal rape convictions, decriminalize consensual and non-exploitative sexual activity between adolescents of similar ages, and provide for the establishment of timelines for completion of criminal trials where the offence was of a sexual nature, such as indecent assault or rape, or where the complainant is under the age of eighteen years. Proposed amendments to the Education Act seek to prohibit the administration of corporal punishment, prohibit sexual harassment, provide for the comprehensive teaching of Health and Family Life Education, and ban the exclusion of pregnant students from schools. Other Bills seek to prohibit sexual harassment in the workplace; establish a National Sex Offenders Register; modernize approaches to the maintenance of children; and provide for the equal status of children, removing all discrimination against children born out of wedlock. Collectively, passage and implementation of these new and amended laws would enhance the expanded access of women and children to economic participation and opportunity, educational attainment, and political empowerment. The new laws and amendments, when passed, would challenge existing inequitable gender norms within the society, especially its institutions such as schools and families, and ensure that sustainable changes are made.

Partnerships and consultations were key to moving the process during the reporting period. Chief among stakeholders for reviewing and debating the laws was the influential Grenada Bar Association. Spotlight resources also facilitated the women's movement, coordinated by the Grenada National Organisation of Women, to be the catalyst for convening a wide cross-section of voices, representative of state, civil society, geographic, age and gender dimensions. They reviewed and interrogated the Bills, contextualizing the impact of inaction on the lived realities of victims and survivors. Engagements were conducted physically due to relaxation of the COVID-19 containment measures, as well as through traditional media outlets and *via* social media platforms. Political commitment was positive with both the former and current Government indicating willingness to take action. They reached out in a bipartisan spirit of inclusiveness and respect for championing the rights of women and children. These legislative and policy shifts,

once approved, would create a sustainable and enabling framework to transform societal attitudes towards the elimination of violence and gender bias against women and girls nationally.

Outcome 2: Institutions

A strong and collaborative institutional structure is necessary for planning, implementing monitoring and improving the system of support and protection for victims and survivors, increasing offender accountability and undertaking prevention activities in a consistent and sustainable manner. Therefore, the Programme focussed on establishing relevant coordinating mechanisms for EVAWG and strengthening the institutional arrangements for GEWE.

The Government of Grenada approved the establishment of a national coordinating mechanism and four sub-national mechanisms to strengthen the institutional framework for EVAWG in a transformational and sustainable manner. During the official launch of the Standard Operating Procedures on GBV in December 2022 (further details under Pillar 4), representatives from the health, justice and policing, and social sectors publicly committed to participating in the coordinating mechanisms. The National Level Coordinating Mechanism would be the Survivors' Rights Accountability Committee, comprised of a cabinet-appointed supervisory committee supported by the Ministry of Social and Community Development, Housing and Gender Affairs, through the GBV Unit in the Division of Gender and Family Affairs. The establishment of the coordinating mechanism would facilitate coordination of collaborative efforts among institutions and entities which respond to VAWG in Grenada, Carriacou and Petite Martinique, thereby sustaining a synergistic approach, where stakeholders of VAWG and GBV collaborate meaningfully on awareness-building, capacity-building and information-sharing that should result in improvement in the quality and reach of services provided to survivors of VAWG. The subnational level coordinating mechanisms would ensure that all agencies which respond to violence against women and girls, and which advocate for women's empowerment, human rights and children's rights are included in the collaborative responses to EVAWG based on geographical districts. Together, the mechanisms will strengthen the institutional framework for effective application of the Standard Operating Procedures on GBV, as well as the analysis and utilisation of the data system designed under Pillar 5.

A final report was completed on the coordination gaps that prevent the development and delivery of evidence-based services for ending violence against women and girls. As a result, stakeholders could refer to research that identifies parallel implementation gaps, but more importantly, showcases how social and cultural norms continue to play a significant role in fostering these deficiencies in the institutions that are put in place to provide services for the victims and survivors of GBV. It also showed that gender mainstreaming and gender related topics in the workplace was a major component of what should be addressed as gender is still often seen as a "women's topic" rather than seen as equality to ensure all persons are protected

and treated with the same rights-based approaches and services, but with appreciation for equity that removes challenges and obstacles facing those who are most disadvantaged. This report would contribute to the capacity development strategy to be implemented.

Also under Pillar 2, GBV 101, a module for integrating gender equality and EVAWG into the curriculum was developed and piloted with the T.A. Marryshow Community College, St George's University and the Royal Grenada Police Force Training School, the institutions that train teachers, nurses and police officers in Grenada. The Ministry of Social and Community Development, Housing and Gender Affairs supported this training, with the Head of the Gender-Based Violence (GBV) Unit playing a pivotal role. The strategy was to engage the local training institutions to determine the existence of VAWG in their curriculum and include them in the design and piloting of the modules, with the intention that they continue delivering those modules to recruits for those professions beyond the lifetime of the Spotlight Initiative. The next step would be to investigate whether the training institutions had integrated the GBV 101 manual into their standard curriculum, and if not, to support them in doing so.

Additionally, the MoSD partnered with University of the West Indies Open Campus Grenada on strengthening the capacity of sectors working on prevention and response of GBV and advancing gender equality and women's empowerment through an intensive training on "Gender Analysis and Mainstreaming for Development Professionals". As a result of this course, participants explored the intrinsic relationship between gender and development, developed the capacity to integrate gender into contextual analysis and learned to use gender analysis frameworks effectively. They also became better equipped to incorporate gender into strategic and operational planning and acquired methods of creating gender awareness within development practice. Seventeen (17) participants completed the ten-week professional development course. They work within various Government departments and CSOs, some being Gender Focal Points, and others were staff members of the Lead Ministry. Therefore, as a result, there would be collaboration and knowledge sharing between the trained officers and their counterparts, such as the Alternate Gender Focal Point, in their workplaces. Those Ministries and CSOs, whose mandate were to interface with clients on a daily basis, would be working with vulnerable women, adolescents and children who often face multiple forms of oppression, both in the home and on the broader community. This knowledge sharing in the various work settings would impact the work on eradicating violence against women and girls (EVAWG) and enhancing Gender Equality and Women's Empowerment (GEWE).

The Government has received recommendations to prepare to apply gender responsive budgeting (GRB) in the Ministry of Social Development and Gender Affairs. A pilot project was undertaken with the Government of Grenada using GRB tools and a manual to assess the national budget allocations for addressing VAWG across the social, health, police and justice sectors. An assessment report was produced, showing three main conclusions. Firstly, it was possible to track expenditures for EVAWG in different sectors, though the findings were

overestimated. Secondly, improving the capacity of budget officers and planners in the usage of performance budgeting would improve evidence-based policy making and the production of information. However, this would involve: i) learning how to align policy commitments for ending VAWG in the budget submissions; ii) specifying concrete goals for ending VAWG in each sector; iii) planning activities to achieve those goals; iv) using performance indicators, not only disaggregated by sex but also by type of violence; and v) learning how to report on the work done and planned for ending VAWG. Thirdly, it was concluded that gathering qualitative data to assess the impact of services and activities delivered for ending VAWG was needed in order to understand key aspects that could improve GRB. Following this analysis, recommendations were produced including the formulation of a 5-year National Strategic Plan on GBV which would provide a framework for managing GBV, further training and capacity development for national technical and budget officers, and the inclusion of reporting on SDG 5, indicator 5.c.1 “Proportion of countries with systems to track and make public allocations for gender equality and women’s empowerment. The recommendations have been integrated into plans for Phase II of the Spotlight Initiative to rollout Gender-Responsive Budgeting across 4 countries, including Grenada, with the expectation that by the end of 2023, GRB will be utilised by key government agencies to sustain financing on interventions addressing VAWG and FV. Further support to implementing the recommendations will be provided through UN core funded activities and coordination support.

Outcome 3: Prevention and Norm Change

GBV and other forms of family violence are traditions that are practiced because of persistent norms and beliefs. Therefore, prevention required systematic actions aimed at pointing out the harmful norms, beliefs and practices, and promoting those that support equality and peace. In order to centre the prevention messages in Grenada, the programme identified four problems to be confronted: men’s sense of ownership/entitlement of women and girls; women’s acceptance of abuse from men; stigma and discrimination against girls who are sexually abused; and normalisation of violence in the family. The programme also identified the changes that should be promoted. These are detailed in another section of this report, Communications and Visibility.

In partnership with an implementing partner, the Legal Aid and Counselling Clinic, ten (10) cycles of the Foundations Violence Prevention Programme were completed in the parishes of St. Andrew, St. David, St. George, St. John and St. Patrick. Forty-seven (47) young men and eighty-six (86) young women completed the programme and are now equipped with new knowledge on GBV and skills to effectively manage conflicts and issues related to gender dynamics and hierarchies. Given the overwhelmingly positive feedback from the facilitators of the Foundations programme and the requests received, the organisation offered to distribute Foundations kits to encourage participating organizations to continue active implementation of the programme beyond the project, thus assisting in expanding Foundations to different areas of the country and

contributing to sustainability. The five entities that were offered the kits were the Child Protection Authority, Grand Bacolet Juvenile Rehabilitation and Treatment Centre, Royal Grenada Police Force, Ministry of Youth and Ministry of Social Development (Probation Unit). Each kit contained one manual, twelve copies of the participants logbook, and visual aids and writing materials required to effectively run a session. The first kit was provided to the Probation Unit, and additional persons have since benefitted from cycles of the Foundations Programme which were delivered directly by that Unit.

The programme increased opportunities for public dialogue to confront myths and beliefs that enable the perpetuation of VAWG, to promote healthy relationships, and to advance substantive gender equality at the individual, inter-personal and community levels throughout the country. Building upon the Government's Behaviour Change Communication programmes on VAWG, three (3) culturally relevant public service announcements were developed by the Ministry of Gender Affairs. One of the announcements was voiced by a young woman, identifying her rights to be respected and supported and denouncing violence against women. Another was voiced by a young man describing that learning to respect women and control his feelings and actions had made him a better man. The third was of a man acknowledging that he needed help to control himself and stop hurting women and directing him to contact information to access help. The public service announcements were articulated in a clear and concise manner, allowing for a wide cross section of the population to easily understand the messages and calls to action.

Six (6) items for information, education and communication were produced and disseminated on the social media platform Facebook, utilizing the results from the Women's Health and Life Experiences Study (2018) and addressing women's submission to and expectation of abusive/controlling behaviour. Additionally, one infographic material was designed and circulated on the social media platform Facebook sensitizing the Grenadian public on "five warning signs of emotional abuse." The posts reached over 53,178 nationals and non-nationals over a period of forty-five (45) days. This public outreach promoted healthy relationships and debunked myths, beliefs and practices that enable of the perpetuation of VAWG. This intervention also ramped-up the Government's political will for behaviour change communication programmes towards ending VAWG. Additionally, the posts provided relevant information on essential services, including information on the GBV Unit, its hotline and services available through the Ministry of Social Development and Gender Affairs. As a result, an increased number of calls were received on the Unit's Helpline after the posts were shared to Facebook.

Through the Programme, the Ministry also developed and reproduced pamphlets, brochures and posters which were displayed and distributed at various events, such as at the launch of the SOPs (described in Pillar 4) and other activities such as the modified Clothesline Project (described in the section on campaigns). Some of the printed materials are also made available to patrons in waiting rooms of various Government Ministries and other facilities.

Approximately ten thousand (10,000) people were reached through a campaign, “Be a STAR” (Stop, Take a deep breath, and Relax), which focused on behaviours that could prevent family violence. It was a series of four short videos that showed different settings in which people could stop, take a deep breath, and relax. Further information is provided in another section of this report, Communications and Visibility. All four videos were accompanied by the same jingle, which was also played on radio. The jingle called one to control their anger and “be a STAR”. The campaign was developed in partnership with the Caribbean Center for Child Neurodevelopment at the CSO, WINDREF, which is within an academic institution. Pre- and post-campaign assessments were conducted. The post assessment survey indicated that the song resonated more with persons than the videos even though the message recall in the song was low. It noted that the acronym of the campaign, STAR, was the name of a local beverage, Star Malt, which the public was already more familiar with.

In addition to measuring the effectiveness of the campaign, the assessment also sought opinion on VAWG, in general. The post-campaign survey respondents were asked their opinion of whether physical violence against women and girls was a problem in Grenada, with a response of “1” indicating “Not a problem at all” and a response of “5” indicating “A very big problem”. 52% rated it as 5. They were also asked a similar question about violence against children. 50% rated violence against children as 5. For both questions, a large majority of participants, 74% and 70% respectively, rated the problem either a “4” or “5”, indicating that they were of the opinion that violence against women and girls as well as violence against children were big problems in Grenada. The participants in the assessment recommended that, in the future, more violence prevention campaigns should target social media and that more community outreach should be conducted, especially in schools and homes, and with local law enforcement and government. They further urged that resources and guidance should be provided to women and men on how to seek safety or what to do when violence is witnessed or experienced. More widespread airing of the campaign, coupled with community discussion, if implemented would have the potential to lead to a reduction in family violence especially violence against women and girls. Receiving feedback from the beneficiaries provided this useful information, which could help the programme to identify strategies that may be more impactful in future campaigns.

Following on from the training of teachers of Health and Family Life Education and Guidance Counsellors, which was conducted in 2021, an online platform was developed for them to use as a resource with their students. This tool was launched in 2022, providing resources on comprehensive sexuality education to the seventeen (17) persons trained, as well as their counterparts and students.

The National Gender Machinery (NGM) now has a two-year strategy which it can use to guide private sector organizations and trade unions in implementing, monitoring, and evaluating workplace and safe spaces activities that seek to address EVAWG and to promote gender equality in the workplace. Based on the interaction with the private sector groups and the trade

unions, the recommendations included but were not limited to development of a means for reporting violence, conducting immediate follow-up and investigations, and ensuring that no reprisals are taken against employees who report or experience workplace violence. It also included recommendations to develop an external workplace violence response network for the organization that includes counsellors, security consultants and local law enforcement, and a network of support for staff who report or experience violence including family violence and/or non-partner violence. The strategy additionally included guidelines for prevention, interventions, reporting and gender-responsive recruitment.

A programme to engage community leaders and influencers to support gender equality and zero tolerance for family violence against women and girls continued in 2022, in partnership with the Ministry of Social Development and Gender Affairs. A training programme was developed in 2021 to build attendees' capacity to be effective gender advocates. It required a sound working knowledge of gender-transformative methodologies to change masculinities and empower women and girls. The programme design contemplated at least three engagements with prospective advocates across the three phases of the programme delivery. In 2022, the final phase of the programme was completed which focused on using a training of trainer methodology. As a result of this activity, the thirty-one (31) community gatekeepers and influencers who completed the training developed a deeper understanding of the root cause of GBV, utilising the socioecological model, and Gender Transformative Programming and Advocacy.

Through funding under other pillars, other CSOs contributed to public sensitisation and behaviour change communication as well. One such CSO was GRENCAP, which received funding under outcomes 4 and 6. The organisation designed, implemented, monitored, and evaluated a multimedia communication campaign to improve access to Family Violence (FV) and Sexual and Reproductive Health (SRH) related services among vulnerable women, girls, and families. One of the objectives was "to curb the incidence of FV in vulnerable families and communities following 2 to 3 years after implementation". As a result, thousands of people received messages on various media, including four (4) social media live discussions, three (3) discussion forums via radio, production and distribution of thirty-one (31) social media cards, and community forums and a walkabout in Carriacou. The Rotary Club of Grenada was another CSO that contributed to prevention as part of the advocacy work. As described in Outcome 5 results, fifty-six (56) people were engaged in sessions to discuss GBV.

These activities contributed to the prevention of VAWG by promoting favourable social norms, attitudes and behaviours at the community and individual levels.

Outcome 4: Quality Services

2022 was an opportunity for the Pillar 4 Team to support and guide the outcomes achieved within Phase 1 of the programme, with the majority of funds for this phase being expended/obligated by the end of 2021. Extensive planning took place to ensure a seamless transition from Phase 1 to Phase 2, while building on the successes achieved during Phase 1.

The National Standard Operating Procedures for Gender-Based Violence was adopted by Cabinet in 2021. Therefore, focus was placed on building the capacity of personnel from the social services, health and law enforcement sectors to respond to GBV through training on the procedures. Grounded in the Essential Services Package developed under the United Nations Joint Global Programme, the SOPs identifies the most critical services to be provided by each sector, along with associated guidelines for the quality of delivery. The operationalization of these procedures would ensure that women and girls who have experienced violence can access quality, comprehensive services at any point of entry into the system, moving ever forwards to the goal of leaving no-one behind.

Sector	Date	Number of Participants		
		Male	Female	Total
Health	May 3-4	2	16	18
Law Enforcement	May 5-6	18	14	32
Social Services	May 11-12	6	22	28
TOTAL		26	52	78

Support was also provided to the high-level official launch of the GBV SOPs in December 2022. During the launch, the Lead Ministry received the public commitment from the Ministry of Health, Wellness and Religious Affairs, the Royal Grenada Police Force, and the Ministry of Legal Affairs, Labour and Consumer Affairs to “to taking all necessary measures to reduce gender based violence, including but not limited to: 1) Taking action to prevent gender based violence; 2) Influencing positive changes in socio-cultural norms that underpin GBV; 3) Building the capacity of service providers; 4) Fulfilling their respective responsibilities as stipulated in agreed coordination mechanisms; and 5) Empowering women and girls.” During the event, the EUD recognized this as a significant achievement, while the RCO and RUNOs committed their continued support to the Government and CSOs for the implementation of those SOPs, and for the related structures and systems, such as the Victim's Rights Policy, and the Priority Access Routes for Safety Nets.

Following the launch, a news item was published by the Government Information Service. In addition, a two-hour panel discussion was hosted by the Grenada Broadcasting Network, which was aired on their television, radio and social media platforms. Through these activities,

thousands of listeners/viewers nationally and beyond became aware of the launch of the SOPs on GBV. Further, the Ministry used the opportunity of the launch to prepare and publish a video and a series of posters which summarised the SOPs. The video and posters were being made available to the responding agencies in each sector to be used to sensitise their staff members and other personnel.

Victims and survivors continued to experience a wider range of opportunities for their empowerment. The GBV Unit conducted Self-Defense Training for twelve (12) women survivors. They also ran a cycle of a psycho-educational programme, the Programme for Women's Empowerment and Resilience, for victims and survivors of GBV, attracting six (6) attendees.

Pillar 4 continued to support the establishment of the Adolescent Health Clinic, thereby building on the training and provision of equipment completed in 2021. In order to fully achieve this objective, it was identified that a review of the Adolescent Health Policy was needed, and therefore included in Phase 2, to enable the specific adolescent services to be provided. It was through this lens that work continued on finalising the adolescent health record, while simultaneously identifying the data and information that would need to be captured by the health care professionals in the electronic medical records system.

Identifying the importance of building capacity in the Ministry of Health, Wellness and Religious Affairs, as identified in the National Steering Committee Meeting, held in August 2022, support was provided for the Gender Focal Point to attend the Spotlight Initiative Global Learning Symposium 2022 and Sexual Violence Research Initiative Forum from 16-23 September 2022 and for one of the GBV Case Managers, a youth advocate and the chairperson of the CSNRG to attend the Symposium.

Progress was made on the establishment of priority access routes and social safety nets for survivors of violence, as it was noted that the process to receive redress or to access social protection was lengthy and did not prioritise urgent care needs. To address this, priority access routes were designed, and memoranda of understanding were drafted for the Ministry of Education, and the Ministry of Agriculture & Lands. Letters of Agreement were drafted for the divisions within the Ministry of Social and Community Development, Housing and Gender Affairs to make a wide range of social safety nets¹ more easily available upon referral from the GBV Unit in that same Ministry. Memoranda were also developed with two CSOs, Legal Aid & Counselling Clinic and the Programme for Adolescent Mothers. When adopted and implemented,

¹ The Social Safety Nets include: Support for Empowerment, Education and Development (SEED) cash transfer programme; Housing; Social Services; Psychological Services Unit; SMILES (Stability, Motivating, Improving, Learning, Enhancing, Supporting) Home for Girls; Father Mallaghan Home for Boys; Cedars Home for Abused Women and their Children; the Food Basket Programme; and Grand Bacolet Juvenile Rehabilitation and Treatment Centre

this system would serve as official directives, thereby increasing accountability to uphold the requisite level of service. It would also assist in addressing bottlenecks and harmful practices by building on best practices and successes in EVAWG and family violence. Critically, they would enhance the availability of and access to quality coordinated services for timely, efficient, effective, and non-discriminatory responses for women and girls in the State of Grenada. Therefore, women and girl survivors of violence and their families, including groups facing multiple and intersecting forms of discrimination, would develop increased confidence in the system to provide: a) quality essential services; and b) accompaniment/support initiatives, including for longer-term recovery and support.

Outcome 5: Data

Under Outcome 5, the Programme worked towards strengthening national capacity to regularly collect data related to VAWG, including intimate partner violence and ensure the existence of publicly available, globally comparable data. In 2022, the online data system - VAWG-WebMS - was designed, and Terms of Reference for VAWG System in Grenada were prepared, in collaboration with the Central Statistical Office and the National Data Centre of Grenada and following extensive consultation with civil society and with key stakeholders in the public sector, including the RGPF. The terms of reference for this system outlines the main guidelines, operations and schedules for future use and implementation by the various entities, identifying both agency-level and staff-level roles and responsibilities in relation to technical hosting and management of the system, data-entry, data-processing and management, analysis and dissemination.

The equipment necessary for the operation of the data system, including hardware and software were procured and distributed to the Royal Grenada Police Force and the Ministry of Social Development, which were the data producing agencies, and to the Central Statistical Office, as the central hub. Training was also carried out in collaboration with the Central Statistical Office in Grenada to improve stakeholders' capacities to gather, and enter data on violence against women and girls, and to use the data system. The training sessions aimed at enhancing participants' knowledge and skills for data management and processing, data safety and security, and understanding the layout and functionalities of the web-based data system. The institutions that benefited from the training were the National Data Centre in the Ministry of Information and Communication Technology, the Central Statistical Office, the Criminal Records Office of the RGPF, the Ministry of Gender Affairs, Ministry of Health and other stakeholders of the Spotlight Initiative Programme. As a result of these activities, professionals from five (5) institutions have been trained and three (3) entities were equipped to prepare for the piloting of the VAWG-WebMS. Transfer to the Government platform and piloting of the system would take place in 2023.

Under Pillar 5, the Rotary Club of Grenada completed the Development of an Advocacy Plan in consultation with government and UNDP to complement and enhance implementation of the Gender Equality Policy and Action Plan. The objective of the advocacy plan was to raise public awareness to enhance the implementation of the Gender Equality and Action Plan and to facilitate capacity development of CSOs. The activities were completed in close consultation with the Division of Gender and Family Affairs within the Ministry of Social Development, Housing & Community Empowerment (MoSDHCE). The Rotary Club also hosted advocacy events and facilitated networking to strengthen collaboration between women's rights organizations, and other civil society organizations. Fifty-six (56) people across a broad age range participated in the advocacy events during International Women's Week; thirty-six (36) of those participants were women and twenty (20) were men. Representatives from a broad range of organisations were in attendance at the advocacy events, including the Ministry of Social Development, the Grenada Tourism Association and CSOs including the Grenada Education and Development Programme and the St Patrick's Environmental and Community Tourism Organisation. As a result of one of the events at which the Programme Coordinator delivered a presentation, one of the members of the Rotary Club invited her to deliver a similar presentation to a staff development session with fifteen (15) staff members of one of the departments at her workplace, the Grenada Cooperative Bank Ltd.

Outcome 6: Women's Movement

The Report on the Women's Movement and Civil Society Assessment was finalized in 2022. The highlight of the report was that the WROs and CSOs recognised their roles in playing a critical role in advancing gender equality, however, they felt that they were not able to reach their full potential because of capacity gaps coupled with a lack of resources. Online interviews with sixteen (16) representatives of thirteen (13) organisations showed that the most urgent need for organizations was to improve their fundraising skills, followed by knowledge sharing skills, external communication skills, advocacy skills and organizing multi-stakeholder meetings. Equally important was the need to build capacity in developing gender sensitive communication and skills in monitoring and evaluation.

Recognizing the need for more meaningful engagement of local CSOs in Grenada, the Spotlight Initiative procured the services of a CSO Support Consultant in the latter part of the year. The Consultant started to work closely with CSOs and community stakeholders engaged with the Spotlight Initiative to build their resilience through capacity building, supporting practical GBV/IPV/FV actions in the field, and enhancing institutional capacity and mobilising partnerships. The CSO Support Consultant applied an appreciative inquiry approach to identify capacity building needs, and an assessment framework was developed based on international best practice to identify needs in participatory monitoring and evaluation, learning, resource mobilisation, governance, management, and stakeholder engagement and partnerships. The

Grenada National Organisation of Women, Legal Aid and Counselling Clinic, GrenCHAP, Grenada Planned Parenthood Association, Grenada National Council of the Disabled, Soroptimist International, GrenMan, and Girl Guides Association of Grenada were represented in workshops over two days to refine the methodology and were further engaged in a tailored programme of support after completing the assessment. Participants were selected following stakeholder consultation introductory meetings, in which they expressed interest in the type of support being offered.

Additional engagements were completed with the Programme for Adolescent Mothers, a Non-Governmental Organisation which had become the mainstay for educational programmes and support to adolescent mothers. While activities under Pillars 1 and 3 aim at the re-integration of adolescent mothers into the education system, it was considered that the rights of the current students at the institution should be fulfilled, as far as was possible. Therefore, the Pillar 3 leads conducted site visits in 2022 to review the academic offerings, the services provided, and its overall suitability as an alternate to the mainstream school system. It was found that, although the institution was providing a critical service in ensuring that some of the adolescent mothers were able to continue their learning and received care support for infants during the school day, the institution was under-funded and in need of additional support and equipment. It was also determined that the board and faculty of the school, along with students and staff would benefit from psycho-social interventions, GBV sensitisation, and tools for advocacy for gender equality and empowerment. Consequently, a series of workshops were conducted beginning with their Board and Management, and a list of needs and requirements were developed. Follow up meetings were held with key stakeholders, using an activity which encouraged participants to look at successes, challenges, and opportunities, concentrating on two main areas: educational and psychological support; and GBV/IPV and sexual violence services. Individual stakeholders also mentioned the need for safe housing, equality, and financial and technical support, which reinforced the strategy under Pillar 4 aimed at developing priority access routes to safety nets. Within student consultations, it was noted that while adolescent mothers had special needs in terms of parenting and childcare support and resources, their exposure to adverse childhood experiences may not be unique and may be largely present amongst youth in Grenada.

Across the region, a comprehensive capacity building programme for CSOs was launched, including for CSOs in Grenada. In addition to a small grant programme, tailored learning sessions and cafés, a CSO capacity building expert was onboarded who had previously piloted a successful programme of support under the Spotlight Initiative Trinidad and Tobago. The programme was adapted and scaled up based on CSO assessments, validation sessions, and lessons learned. A database of CSOs per country was created, and the desk review was ongoing for Grenada. Direct CSO interventions were expected to commence in 2023.

In an effort to support movement building, the Regional Spotlight Programme held an inaugural CSO retreat in Jamaica during August 7-13, 2022. Twenty-four (24) CSO representatives from

ten (10) Caribbean countries participated, including two (2) representatives from Grenada. The aim of the retreat was to galvanize interest, momentum and action around networking, alliance building and movement strategizing around themes of common interest and building institutional capacity on advocacy and resource mobilization using a participatory approach. Following the retreat, several Caribbean CSOs were inspired to continue the momentum and formed the Caribbean Gender Alliance, a regional partnership of organizations working together to promote healthy gender relations. Feedback provided from this Retreat also served to further inform the final workplan and proposal for Phase II.

The CS-NRG was also encouraged to meaningfully engage and contribute to the feedback on the programme's success and recommendations for the future, having attended the Global Spotlight Symposium in September 2022, hosted in Mexico. The Chair of the Grenada Spotlight Initiative CS-NRG attended, along with a youth representative, and two representatives from Government.

Rights Holders (Spotlight programme “beneficiaries”)

The Grenada Programme was of direct benefit to approximately 11,000 women and girls, and 9,000 men and boys. The entire population of Grenada, Carriacou and Petite Martinique benefitted indirectly from the Programme.

Indicative numbers	Direct for 2022	Indirect for 2022
Women (18 yrs. and above)	8000	41,509
Girls (5-17)	3000	13,973
Men (18 yrs. and above)	6000	41,580
Boys (5-17 yrs.)	3000	14,854
TOTAL	20000	111,916

Challenges and Mitigating Measures

During 2022, the Programme faced challenges related to weak institutional architecture and capacity both in Government and civil society which continued to have an impact on implementation of the Programme. The Programme also went through another period of slowed

implementation, this time due to changes in government and leadership, as well as uncertainties and funding gap between Phases I and II. There was also a challenge with sharing of information. However, the programme team and partners persevered, giving much effort to reflecting on the Programme through dialogue on the MTA report and planning for Phase II, even while implementation continued. As a result of reflection and planning, additional milestones were attained.

Weak institutional architecture and capacity gaps threatened efficiency, effectiveness and sustainability

The most critical challenge was that WROs and CSOs lacked the technical and organizational capacity to implement and fulfil their mission, and few were able to invest in training for capacity building. Their weak capacity affected their fundraising ability, governance, leadership and technical and administrative execution. This challenge was itemised as part of the situational analysis completed when designing the Grenada Spotlight Initiative Programme, and later when conducting a dedicated assessment of the WROs and CSOs in Grenada. The MTA also showed the need to address it urgently if the women's movement and other relevant CSOs were to be meaningfully engaged in delivering the programme and in sustaining the results and advocacy beyond the programme. However, the delays in implementing a comprehensive capacity development programme with the WROs and CSOs continued.

A small group of persons remained at the helm, occupying roles as volunteers, employees and consultants of various CSOs and Government, and the WROs and CSOs continued to indicate that they were becoming weary of consultation and implementation. Further, no additional CSOs in Grenada had become compliant according to the Harmonized Approach to Cash Transfers (HACT) and Protection of Sexual Exploitation and Abuse (PSEA) or were able to demonstrate technical and administrative capacity to implement projects, even small grants, so it was difficult to engage them directly. The RUNOs simultaneously continued to recognise that most of the organisations, especially the grassroots WROs and CSOs, were not able to apply for or access grants, and those that did, had difficulty in implementing and reporting on them in a timely manner. Even when they were engaged, integrating external technical support to bolster the execution functions to complete key deliverables became a necessary strategy. The Programme, however, remained optimistic that the planned capacity development programme would be successfully implemented during the final year of the Programme, and continued attempts would be made to expand the number and range of professionals and advocates involved in implementation to advance effective implementation and sustainability.

Limited capacities within government, especially the NGM, also continued, and it affected timely and impactful implementation of the activities under the programme. RUNOs provided guidance and support to government to ensure the delivery of sustainable actions, however, structural and technical weaknesses persisted. Early in 2022, an assessment by one of the RUNOs revealed that a more useful strategy would be that of direct implementation since the Government lacked

the systems to effectively manage grants as an implementing partner. In addition, the completion of the contracts of the technical assistants under the Programme and other Ministry personnel further weakened the NGM, and Ministry as a whole. One of the changes at the technical level was that one of the Pillar Leads, who had led both Pillars 2 and 3, retired earlier in the year and a seamless succession plan did not materialise. New Pillar Leads for Pillars 2 and 3 have since been identified and the Programme proposes to support the Ministry in developing its organisational and technical capacity, especially that of the NGM, during the final year of the Programme.

To address these challenges in 2022, the Programme increased technical coherence activities, including advising on and monitoring the quality and content of outputs by partners and consultants; provided technical assistance to facilitate implementation; and decided to expand both the CS-NRG and the TCOC to ensure more stakeholders had an opportunity to become involved in the programme.

Leadership changes resulted in delays

The transition in Government, brought on mainly by the general election in Grenada, slowed implementation as well as the development of phase II proposal. Prior to the announcement of general elections, the programme had embarked on a plan to ensure that the phase II proposal would be completed during mid-year, having submitted the first draft proposal to the Secretariat on May 1st as scheduled. However, the process was halted upon the announcement that the general elections would be held on June 23rd, one year before it was constitutionally due. The Programme determined that it would be important to finalise the proposal after the general elections to provide time to invite and incorporate priorities and commitments that may emerge following the results. It would also place the Programme on track to continue to enjoy strong political commitment, with the aim of increasing the transition from commitment to results. The elections resulted in a change in government. The Programme then decided that the process would resume after the Resident Coordinator and the Heads of Agencies had an opportunity to engage the new government in the latter part of August. The new Government was engaged, and they gave their full commitment to the Programme, including a commitment to gender equality and the rights-based approach.

The transition in Government led to changes at the leadership and administrative levels of the Ministries, resulting in additional time needed for building relationships and ensuring familiarity with the Programme. These delays, along with the technical gaps described above, occurred at a time when two of the RUNOS had already exhausted most of their funds, and partnership or grant agreements between the RUNOs and the government and CSO entities had either ended or were coming to an end in line with the originally scheduled end of Phase I by June 2022. Moreover, three of the Heads of RUNOs changed within that period as well, and the processes within the RUNOS continued to be slow. The resulting lapse led to a significant slowdown in

implementation, despite the goodwill and commitment expressed by the new Government and all partners.

Limited Information Sharing

Some of the CSOs either did not keep the RUNOs, PCIU, Pillar Leads and other stakeholders engaged during the implementation of their grants, or they provided minimal information. This was less so with Government partners, and a few of the CSOs had a practice of consulting partners and sending invitations in advance. However, the lack of information by those who did not provide it meant that, in many cases, the RUNOs and PCIU were not able to provide technical coherence and other support in advance, advise the RCO, other RUNOs, the EUD and other stakeholders of upcoming activities, or monitor the activities while they were in progress. In addition, many of the reports submitted to the RUNOs, by both Government and CSOs, did not provide sufficient detail to evaluate effectiveness of the activities against the results matrix of the Programme, they often lacked independently verifiable evidence, and sometimes revealed that the communication and visibility guidelines had not been applied. To mitigate this, the programme continually requested updates and further details from partners, including dates of events to develop and share a calendar of activities, but so far, this was not routinely granted. As a result, repeated requests and follow-up on specific items had to be done in order to get the information necessary, including for preparing the Annual Reports, and those did not always result in receiving the full details. Despite this, the PCIU had increased the frequency with which it provides updates to the RCO, RUNOs and EUD and other stakeholders.

Lessons Learned and New Opportunities

a) Lessons Learned

The Programme considered the lessons learnt thus far and determined that the following remained true:

- Institutional strengthening for the Lead Government Ministry, the women's movement and other CSO stakeholders was still a critical need, and had become more urgent.
- It was necessary to prepare WROs and CSOs to be compliant according to the Harmonized Approach to Cash Transfers (HACT) and Protection of Sexual Exploitation and Abuse (PSEA), as well as to meet EU standards, so they could access and manage development funding directly.
- It was necessary to increase communications, advocacy and engagement to inspire action and sustainability.

Additional lessons were learnt in 2022.

- One of the key lessons was the importance of engaging beneficiaries in evaluating interventions. The post-STAR campaign evaluation among members of the population enabled partners to realize that the public service announcements had reached many

persons but that they were not necessarily understood. The evaluation also revealed recommendations by the public that more community-based intervention coupled with media campaigns should be conducted.

- The second lesson was that institutional change takes time, including in the UN System, and as a result, the proposals stemming from the MTA to strengthen the role and operations of the PCIU could not be implemented as envisioned, even after extensive discussion.
- The third lesson was that collaboration happens successfully when all parties were prepared to execute within the same timeframe. This emerged when two of the RUNOs began a conversation about collaboration on a series of capacity development activities with WROs/CSOs. However, one had completed the first component and was ready to proceed while the other had not yet completed the necessary processes to commence the activities and delays were experienced. Unfortunately, the series of activities did not take place.

b) New Opportunities

Recruiting additional voices

During the deliberations on the MTA and the Phase II proposal, the Programme determined that it was necessary to create opportunities to expand collaborations within and among Pillars, implementing partners, grantees and stakeholders. As a result, the decision was taken to expand the CS-NRG to include representatives of women's rights organisations and other civil society organisations, as well as to increase the range of stakeholders in the TCOC. This decision, to be implemented in 2023, would allow for additional voices to be heard, even during the final year of implementation. It would also increase the prospects for sustainability of the results of the Programme.

Contribution to the Halls of Justice for Grenada

In 2022, the new Attorney General for Grenada announced that one of the priorities of the government was the construction of a facility known as the Halls of Justice. She further stated that the facilities would include a Family Court. In the meantime, the Programme had prepared a model for a Family Court for consultation. The announcement by the Attorney General presented an opportunity for the Programme to contribute, in a meaningful way, to the conceptualisation of the Family Court within the context of the Halls of Justice.

Innovative, Promising or Good Practices

Working as One UN to ensure complementarity across the programme

The Programme has ensured that deliverables across the Pillars complement each other, thereby contributing to the outcomes and providing opportunities for the RUNOs to work together.

The most visible evidence of this was the launch of the SOPs for GBV in Grenada which demonstrated that the Spotlight Initiative was investing in holistic, comprehensive, rights-based, multi-stakeholder programming to end violence against women and girls. The SOPs were developed under the leadership of PAHO/WHO and directly supported by the Referral Pathways led by UNFPA, the Associated Agency. Its implementation would be strengthened by the National Coordination Mechanism and the data collection system, which were being led by UNDP, the Victims' Rights Policy being led by UNICEF, and the Priority Access Routes for Social Safety Nets being led by UN Women. UN Women also provided technical coherence support throughout the process and represented the Resident Coordinator at the launch. In addition, the spaces that were retrofitted under Pillar 4 were contributing to the application of the principles advanced in the SOPs. The SOPs and Victims' Rights policy also benefited from the wider collaboration of the UN Joint Programme on Essential Services for Women and Girls Subject to Violence, thus ensuring that they were mutually reinforcing.

As a promising practice, two RUNOs, UNICEF and PAHO, partnered to deliver an activity that contributed to results in both Pillars 1 and 4. The National Standard Operating Procedures for GBV for Grenada was approved by the Cabinet (Pillar 4), and a GBV Victims'/Survivors' Rights Policy was drafted (Pillar 1). The Essential Services Package was the foundational framework for both documents which are meant to complement each other when implemented. When planning a training series targeting first responders from the policing/justice, health and social sectors, the RUNOs agreed to combine resources to ensure that the curriculum for the training covered content for both the SOPs and the Policy. They were given technical support for the preparatory activities by the personnel assigned to Pillar 2, institutional strengthening. This approach reduced the need to engage partners for separate training activities that addressed complementary topics, thereby responding to the emerging challenge of stakeholder burnout. In addition, it modelled the effectiveness of the principle of 'Delivering as One'.

Synergies with other Projects

The programme was able to develop synergies with another project, the CariSECURE project to strengthen the results of the Grenada Spotlight Initiative for sustainability. UNDP established synergies between the CariSECURE Project² and the work done under Pillar 5 on the data system. The RUNO built on the work done under the CariSECURE with the Police Records Management Information System (PRMIS) which would be connected to the newly developed Data System, VAWG-WebMS, to avoid duplication of cases and ensure harmonization of data on VAWG/FV. This work brought together stakeholders like the Central Statistical Office, Royal Grenada Police Force and Ministry of Social Development and Gender Affairs to support the preparation for the piloting and adoption of the harmonized data collection system. At a more strategic level, as the CariSECURE Project aims to standardize and disaggregate citizen security

² For more information about CariSECURE, visit: <https://www.undp.org/latin-america/carisecure>

data across the region, including VAWG/FV data is critical to strengthen the nexus between citizen security and VAWG/FV. The data system represents an innovative practice, given that it represents an entirely new and harmonized system for a range of Ministries and Government agencies in Grenada. When implemented, the stakeholders would have new and better tools and capacities. This would help in analysing trends/patterns or improving reporting to support the development of more targeted and strategic intervention strategies that prevent and respond more effectively to GBV.

Collaboration with the Regional Spotlight Initiative Programme

UN Women created opportunities for collaboration between the Spotlight Initiative at the Regional level and in Grenada in three ways: Firstly, the work on GRB in Grenada was supported by the work being done at the regional level while the results from Grenada would be shared at the regional level; secondly, the capacity development work planned for the WROs and CSOs in Grenada would be based on a model developed at the regional level, while CSOs in Grenada were able to participate in the regional CSO Retreat and join the Caribbean Gender Alliance; and thirdly, the Grenada PCIU would be supported by the Monitoring and Evaluation Officer and the Communications Specialist attached to the Regional Spotlight Programme Management Unit during 2023.

Communications and Visibility

a) Overview

The programme maintained visibility primarily through communications activities held by partners and grantees.

b) Messages

The Programme identified the main messages to be shared during social and behaviour change communication, campaigns and other communication activities. This was one of the technical coherence activities in which RUNOs, implementing partners and grantees worked together to develop a tool to help ensure that their work was grounded in accepted foundations of gender equality and human rights. The tool also facilitated in ensuring that messaging meaningfully contributed to outcome 3. The messaging, which drew from the findings from the Women's Health and Life Experience Study, was developed by the Pillar 3 Team, including two RUNOs, government, civil society and the PCIU.

PROBLEM TO BE ADDRESSED	THE CHANGE WE WANT TO SEE
Men's sense of ownership/entitlement of women and girls and use of controlling behaviours over them.	<ul style="list-style-type: none"> - Recognition and acceptance of women as autonomous beings. - Acceptance of women's bodily autonomy and freedom to choose. - Women, men and persons are viewed as having equal rights and as equals in society. - Men accept that it is socially acceptable and expected that they treat others in respectful, non-violent, humane and caring ways, as they are neither emasculating them nor effeminate.
Women's submission to men and expectation of violence and abusive/controlling behaviour committed against them.	<ul style="list-style-type: none"> - Acceptance of women's bodily autonomy and freedom to choose. - Women as empowered, multi-faceted beings. - Recognise the necessity to share the care/unpaid care work. - Women exercise their right to demand and expect respect and equality, and build skills for self-determination, including exercising choice
Girls 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 (adolescent/teenage mothers).	<ul style="list-style-type: none"> - State institutions and society accept, protect and fulfil the rights and freedoms of children who are victims and survivors of child sexual abuse. - Adolescent mothers attend mainstream educational institutions. - Quality health services are provided to adolescents. - Society discontinues the practice of blaming girls for sexual violence committed against them, including adolescent girls and teenage mothers.
Normalising violence, which creates a culture of violence	<ul style="list-style-type: none"> - Social norms change to intolerance towards violence and harmful behaviours. - Alternative (non-violent) methods used to discipline and motivate children. - New norms and behaviours are adopted around gender equality and inclusivity. - Victims and survivors of IPV and sexual violence are supported and protected by society and institutions. - Homes are free from violence and abuse, therefore increasing the likelihood of producing family-members who are well-adjusted citizens

In addition, the Programme updated its communication and visibility guide in light of the new guidelines received from the Spotlight Secretariat earlier in the year. The new guidelines were circulated to the RUNOs and made available to the partners and grantees.

c) Media and visibility events

Launch of Advocacy

Four events and advocacy efforts were implemented by the Rotary Club of Grenada, in collaboration with women's rights organizations, civil society organizations and other stakeholders working on VAWG. The events were launched on March 8, International Women's Day, and included in person participants and virtual attendance to raise awareness on the need for ending violence against women and girls through breaking of biases. The remarks delivered sought to provide insights on the Spotlight Initiative and the collaborative work of the Government

of Grenada with various stakeholders. See documentation of the launch event here: <https://www.facebook.com/mikeylivetv/videos/rotary-club-of-grenada-spotlight-initiative-project-launch/367214731880598/>.

Consultation on Law Reform

The Grenada National Organisation of Women organised a consultation on the draft Position Papers and Bills that were contemplated for the law reform process under Pillar 1. This whole-day activity brought together participants from the women's movement, other civil society organisations, Government Ministries and Departments, and in-school youth from the country's lone community college to discuss the issues, facilitated by lawyers and consultants. Additional participants joined online as the event was conducted using a hybrid format. This was the first significant activity organised by GNOW under the Grenada Spotlight Initiative, and the largest consultation on law reform held thus far. The consultation was documented at https://www.facebook.com/watch/?v=487307043186413&_tn=F.

Launch of SOPs

The Government of Grenada launched the National Standard Operating Procedures for Gender Based Violence (SOPs) on December 8, 2022. It was hosted by the Ministry of Social and Community Development, Housing and Gender Affairs, led by the GBV Unit in the Ministry of Gender Affairs. It was a hybrid event chaired by the Permanent Secretary for Social Development and Gender Affairs. The high-level official launch attracted an in-person audience of approximately fifty (50) people. It was also streamed live and remained available online at <https://www.facebook.com/mikeylivetv/videos/launch-of-the-national-standard-operating-procedures-for-gender-based-violence-f/1101359867180140>, receiving over seven thousand views.

In delivering the feature address, Senator the Hon. Gloria Thomas, Minister of State with responsibility for Social Development and Gender Affairs, stated that implementing the SOPs would promote access to a coordinated set of essential and quality, multi-sectoral services to all women and girls who have experienced GBV. The Minister also explained that it would establish standards, as set out in the Essential Services Package, address gaps in published procedural guidance, and offer clear directives for stakeholders involved in support to victims and survivors.

There were several other speakers, some online, and others in person:

- H.E. Malgorzata Wasilewska, Ambassador, Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD), who indicated that these SOPs represent a real gain for victims and survivors, and expressed that there is hope that, if a woman seeks help, "she will now get the compassionate, safe and confidential assistance she deserves, free from stigmatization."
- Isiuwa Iyahan, Deputy Representative, UN Women, on behalf of the Resident Coordinator, stated that the SOPs proved that the Spotlight Initiative was investing in

holistic, comprehensive, rights-based, multi-stakeholder programming and demonstrated that much could be accomplished when the UN Agencies work together. She also commended the Government for “reinforcing the collaborations among the State entities and civil society organisations that provide services to victims and survivors of gender-based violence”.

- Tanya Radosavljevic, Deputy Representative, UNICEF Office for the Eastern Caribbean Area, who applauded the Government for its comprehensive approach to eliminating GBV, and urged that eliminating violence the home, school, workplaces and community should be a core part of public policy.
- Fiona Anthony, Country Programme Specialist - Grenada, PAHO/WHO, on behalf of Amalia Del Riego, PAHO/WHO Representative, Barbados and the Eastern Caribbean Countries, who extended congratulations to the Government, stating that the SOPs significantly contributed to the achievement of the outcome for Pillar 4.

Statements of Declaration to fulfil specific roles during implementation were made by the sectors partied to the SOPs:

- Hon Phillip Telesford, Minister for Social and Community Development, Housing and Gender Affairs
- Ms. Nester Edwards, Chief Nursing Officer, Ministry of Health, Wellness and Religious Affairs
- Inspector Maureen John, Head of the Special victims Unit, Royal Grenada Police Force on behalf of the Ministry of National Security, Home Affairs, Public Administration, Information and Disaster Management.
- Ms. Lisa Telesford, Senior Legal Counsel, Ministry of Legal Affairs, Labour and Consumer Affairs

SOPs garner exposure

Following the launch of the SOPs, a news item was published by the Government Information Service (<https://www.facebook.com/gisgrenada/videos/491061419551509/>). This story was broadcast on other local television channels.

The Standard Operating Procedures were also discussed with the public on a 2-hour TV/radio/FB panel discussion on “Beyond the Headlines”, a signature weekly programme of the Grenada Broadcasting Network, held on December 12, 2022. The host engaged the panellists in discussions on the reasons for the SOPs, concepts related to gender equality and socialisation, and their relation to GBV. Callers were also able to join the conversation. The three panellists were:

- Ms. Jicinta Alexis, Senior Programme Officer (Ag.), Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs
- Ms. Fiona Anthony, Country Programme Specialist – Grenada, PAHO/WHO Office for Barbados & the Eastern Caribbean Countries

- Ms. Elaine Henry-McQueen, Programme Coordinator, Grenada Spotlight Initiative to End Violence Against Women and Girls

The programme remained available on the media house's Facebook page at <https://fb.watch/je3XXm2Q8D/>

Men's Organisation invited Spotlight Initiative to partner

A recently-formed men's group Men Advancing Progressively invited the Programme to participate in television panel on the topic "Gender based Violence – One Male Crab in This Hole". The Programme Coordinator accepted the invitation and was one of three panellists on the final discussion in the series. She raised issues related to men's dominance (ownership/entitlement) over women and girls and other men and boys, and the need for the society, i.e. both men and women, to accept non-toxic masculinity.

d) Campaigns

STAR Campaign

The Caribbean Center for Child Neurodevelopment at the Windward Islands Research and Education Foundation (WINDREF) created a series of public service announcements to encourage alternatives to violence in Grenada, based on theories from its flagship programme, Saving Brains Grenada, which aims to prevent family violence and harmful child-rearing practices that can negatively impact the development of a child's brain in early life. For the announcements, they took guidance from the skill of composure from the Conscious Discipline curriculum, which aims to promote recognition of one's emotional state (e.g., anger) and use skills to manage and regulate those difficult emotions. Rather than allowing an emotional state to drive behaviour, thereby risking a decline into violence, the skill of composure encourages each of us to stop, take a deep breath, and relax (S-T-A-R). As such, the theme of this PSA series was "STAR – eliminate violence".

In consultation with community stakeholders, the team selected scenarios common in Grenada and the region that could lead to violence, including: a young woman being sexually harassed in a public place, an unruly classroom frustrating a teacher, a family squabble, and a boy upset with the outcome of a sporting event. A song was developed in collaboration with Grenadian musical artistes to accompany the four videos and to be played as separate radio spots. The aim was to promote behaviours which, if implemented, could prevent family violence.

Clothesline in Grenada

The GBV Unit of the Ministry of Gender Affairs, with the support of CSOs, utilised the concept of the Clothesline Project for a series of activities during the sixteen Days of Activism. It was held in four locations – Ministerial Complex in St George's, Sauteurs in St Patrick's, Grenville in St

Andrew's, and the courtyard of the Esplanade Mall in St George's. Scores of people from the public, including popular artistes, adults and children, printed messages and designs on t-shirts which were displayed on clotheslines set up around the tents. Hundreds of passers-by read the hanging t-shirts, heard messages shared on the public address system that accompanied the initiative, and were given printed informational materials that were being distributed. Some individuals sought help or asked questions about specific experiences or observations and were provided with initial guidance and/or appointments for follow-up. Several Ministers of Government participated in the first of the series which was held at the Ministerial Complex, and the EUD participated in the final event, held in the city centre.

The aim of this campaign was to raise awareness for both victims and survivors and allow individuals to write messages of affirmation, support or personal experiences. It was expected that this methodology would cause the participants to show solidarity and connect to the issue in a personal way, and therefore be motivated to be advocates during their daily lives. One unexpected result was that it allowed the organisers to “feel the pulse” or gauge attitudes and beliefs about GBV, and identify concerns and gaps that could be addressed in future activities. It was also observed that some individuals remained around the tents for unexpectedly long periods, some returning at different times of the day, and one of organisers who interacted with patrons commented that the activity seemed to have had a therapeutic effect. The Clothesline activity generated interest in the media which carried stories during the prime-time news on various radio and television stations. Photos and summary videos were also displayed on the Ministry's FaceBook page, giving additional circulation of the messages, such as at https://m.facebook.com/story.php?story_fbid=pfbid0z5mUoQCG7GMXLxMzy5m9fzc7JkotbXGfcDTwp15pNounVDwZNBpBRSLGiX4ieEVEI&id=100064767966870&sfnsn=mo&mibextid=RUBZ1f.

e) Human interest stories:

Three human interest stories had been drafted, but unfortunately, they were not completed for publication. It was anticipated that they would be revised and published during 2023.

f) Testimonials:

Ms. Shirlene Herbert, GNOW President, reflecting on the “Sensitization Workshop on Law Reform for Preventing Violence Against Women and Girls in Grenada, Carriacou and Petite Martinique” held on May 19, 2022, said:

“It was refreshing... an awesome success! We were doubtful about our capacity to host this activity at first, but we thought it was necessary for us to play this role, as we are the umbrella women's organisation, so we pulled together a team, and we were supported by a consultancy firm. Fifty-five

people were present in the room, ready and willing to work! The activity gave GNOW, the women's groups and all participants a voice to get involved in affecting the change we want to see. We were able to share our experiences of the gaps and loopholes in the laws as we see them on the ground, taking into consideration the victims and survivors who are most vulnerable. It is now necessary for us to advocate to make the changes and to put them into force."

A few messages for the Clothesline Project

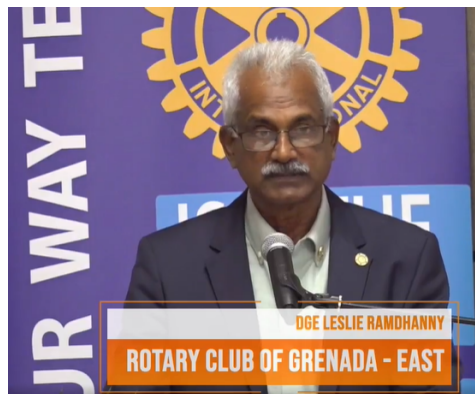


g) Photos:



Senator the Honourable Gloria Thomas, Minister of State with Responsibility for Social Development and Gender Affairs in the Ministry of Social and Community Development, Housing and Gender Affairs delivering the Feature Address at the Official Launch of the National Standard Operating Procedures (SOPs) for Gender Based Violence, on December 8, 2022

H.E. Malgorzata Wasilewska, Ambassador, leaving a message in a T-shirt at a communication campaign (Clothesline Project) at the courtyard of the Esplanade Mall, St George's on December 12, 2022



Mr. Leslie Ramdhanny, District Governor Elect, Rotary Club of Grenada – East, delivering feature remarks at the launch of the Clubs' Advocacy campaign on March 8, 2022.



Members of CSOs in Grenada meeting with members of the EUD in December 2022.

h) Videos:

Videos formed part of the prevention activities, as well as the introduction of the SOPs. Some of the videos were:

- GRENCHAP recording of a social media forum: Raising awareness on the Standard Operating Procedures for GBV for Grenada: [Pineapple Series I - GrenCHAP](#)
- GRENCHAP informational video on the warning signs for early detection of IPV: <https://grenchap.org/2022/02/gender-based-violence-red-flags/>
- WINDREF produced and published four videos as part of the S-T-A-R campaign.
- Ministry of Social and Community Development, Housing and Gender Affairs produced a video to introduce the Standard Operating Procedures for GBV for Grenada. They also prepared three campaign videos.
- Ministry of Social and Community Development, Housing and Gender Affairs produced and published summary videos on the Clothesline Project held in November to December, 2022. Two of the videos are available at https://fb.watch/jCscU_Zn3V/?mibextid=NnVzG8 and <https://fb.watch/jCs1se0Kjw/?mibextid=NnVzG8>.

Sustainability

For the Grenada Programme, sustainability was being contemplated in in two categories: (1) continuity of some of the results without further external investment of financial and technical resources; and (2) identifying specific interventions that may require further support from development partners. These would be supported by capacity development of Government and

WROs/CSOs to maintain, improve and assess interventions and to attract and manage resources for future advancements.

When preparing for sustainability, the programme recognised that it was important to understand the desired changes, their contributions to the gaps being addressed and the available avenues for sustaining the change over time. The Situational Analysis conducted at the time of designing the Spotlight Programme in 2019 revealed several gaps that had to be addressed. This summary of those gaps represents the baseline or starting point for the main interventions under the Programme:

- Legislation on the human rights of women and girls, intimate partner violence and sexual violence was largely aligned with the core globally identified indicators, but some notable gaps existed.
- Lack of shared understanding of the rights of victims and survivors.
- The Justice system did not adequately respond to gender-based and family violence.
- Gender Policy in the Gender Equality Policy and Action Plan (2014-2024) was comprehensive and remained relevant, but implementation of its Action Plan was slow, and the conditions may have changed since its approval in 2014.
- The NGM did not have the capacity to undertake its full range of duties in relation to EVAWG and GE.
- Some programmes for prevention and response to EVAWG existed, including in Carriacou and Petite Martinique, but they were largely disjointed because a whole-of Government response was not institutionalised.
- Training of service providers and other key personnel in Government and Civil Society Organisation (CSO) was inconsistent, as they were project based.
- Funding for actions to EVAWG and mainstream gender equality was inconsistent as it was mainly project-based.
- Some of the persistent traditional social norms support a culture of family violence against women and girls, especially intimate partner violence and sexual abuse, including child sexual abuse.
- The majority of adolescent mothers were denied an education on an equal basis with their peers.
- Responses to victims and survivors of VAWG by different service providers were not always consistent, survivor-centred or sufficiently comprehensive, and were not widely known or accessible, including in Carriacou and Petite Martinique.
- Administrative data on VAWG were not systematically collected by all response agencies, and what was collected were not routinely collated, analysed or presented for use in decision-making and advocacy.
- The women's movement and other CSOs did not have the capacity to undertake a full range of roles in relation to EVAWG and GE due to a lack of understanding of foundational principles of GE, lack of strategic coordination, small group of people with no succession planning and weak organizational structure.

Therefore, the Programme embarked on a course of activities across the six pillars to address those gaps and, in 2021, identified nine (9) transformational changes that should be sustained as the legacy of the programme:

- (1) enforcement of laws and policies;
- (2) improved services for victims and survivors by the responsible service providers;
- (3) connection made between gender, human rights and empowerment;
- (4) harmful gender norms addressed;
- (5) a strong national mechanism for response and accountability is in place;
- (6) victimization and cultural stigmatization towards adolescent mothers eliminated;
- (7) public legal education entrenched;
- (8) strong and autonomous network of civil society organizations; and
- (9) policymakers and decision-makers move the GEWE and EVAWG agenda forward.

In 2022, the programme went on to identify strategies that could be utilised during programme implementation to contribute to sustainability of the results. The following strategies were already identified:

- Build national consensus through participatory and inclusive approaches among stakeholders at the highest levels.
- Establish and/or strengthen institutions and operational systems that are realistic but can operate at the levels to fulfil the missions identified.
- Support the women's movement to develop its capabilities, expand its network and develop its sustainability plan.
- Utilise processes that prepare for sustainability, such as promoting ground-up engagement and internally-driven development.
- Public engagement to create momentum for GEWE and EVAWG; and
- Transition the administration of the CS-NRG from the Programme Team to a WRO or one of the Networks.

Application of some of those strategies commenced with the start of the programme, but would be intensified in 2023. One of those that started was building national consensus through participatory and inclusive approaches. Therefore, to ensure that programme outputs are sustainable, RUNOs have partnered with Government agencies and CSOs who offer pivotal insight into the national context and what would be likely to function well or otherwise in terms of programme outputs. For example, in the case of the national and sub-national Coordination Mechanisms, UNDP partnered with the Ministry of Social Development and Gender Affairs, the Ministry that would lead the mechanisms and ensure that they continue to function. This was also done in developing the data collection system under Pillar 5, where the Central Statistical Office was consulted extensively throughout the design of the system as it would be expected to manage the system once it has been officially launched.

Actions also started in relation to seeking opportunities for mainstreaming actions and further targets into action plans and projects. In this regard, the Government of Grenada was developing a strategy for the improvement of the health sector, and the Grenada Spotlight Initiative was invited to contribute to the process. Therefore, in consultation with the Local Pillar Lead for Pillar 4, the Programme Coordinator held a discussion with the consultant, and shared, for further reference, the Rapid Situational Analysis and SOPs developed under Pillar 4, and a paper from PAHO entitled “Addressing Violence Against Women in Health Policies and Protocols in the Americas: A regional status report”. This set the stage for the integration of SOPs into the overall plan that was being developed, and which was expected to receive development funding.

The programme would develop a comprehensive sustainability plan and exit strategy during 2023. In doing so, it would take stock of the status of specific results, including the outputs, outcomes, and remaining actions within the life of the programme. It would also identify actions that would require further investment beyond Spotlight and the entities that would be responsible for them.

Next Steps

1. Focus implementation of activities towards the attainment of strategic, transformational results, especially those targets that contribute directly to the planned legacy of the Programme and the three (3) priorities for Phase II which would be underpinned and supported by an improved legal and policy framework, and access to quality administrative data. The priorities are:
 - Building/strengthening institutions (government, women’s rights organisations and other civil society organisations)
 - Social and behaviour change: promoting new norms to advance GEWE and EVAWG
 - Provision of quality, accessible, coordinated VAWG services to victims and survivors
2. Increase attention to LNOB, as defined in the local context, in implementing activities and delivering results. In the Grenada Programme, the LNOB groups are:
 - Carriacou and Petite Martinique
 - Rural communities in Grenada
 - Women and girls facing multiple and intersecting forms of discrimination
3. Complete technical reviews and/or pilots and advocate for the full application of deliverables such as:
 - National Victims/Survivors Rights Policy
 - Action Plan of the Gender Equality Policy

- Draft Bills on child protection, sexual offences, domestic violence, family (maintenance and property) rights, and victims' rights
 - Reintegration of adolescent mothers into mainstream schools
 - Priority Access Routes to Social Safety Nets
 - Gender responsive budgeting
 - Data system
4. Reflect on feedback and comments on programme activities that were posted on FaceBook and other social media platforms to identify attitudes and beliefs about GBV, concerns/gaps to be addressed, and resistance and backlash to preventing VAWG. These may be used to inform future programming.
 5. Solidify progress already made, such as by establishing the national and sub-national coordinating mechanisms and including them in processes for the retrofitting of additional spaces, the piloting of the data system and the final round of consultations on law and policy reform.
 6. Compile a list of direct beneficiaries (individual and institutions) of all training and other similar activities under all pillars, and the related details such as course name and objectives, or equipment and materials provided. Use the list to conduct a monitoring exercise and to avoid replication of efforts.
 7. Make knowledge products available to colleagues, partners and stakeholders throughout the Grenada Spotlight Community. They are assets that can contribute to shared learning, wider application and sustainability. This should include sharing strategies used and lessons learned, such as the pre- and post-campaign assessment of the STAR campaign conducted by WINDREF and feedback from the public at the Clothesline project. It should also include an examination of the recommendations from various reports generated to prepare a compiled list of accepted recommendations from the Programme. The knowledge products that would be officially published should be copy edited and designed using an agreed-upon structure and visibility guide.
 8. Reuse communication assets that have been produced, such as social media cards, videos, jingles and posters. Invest in distributing the assets to reach many more people, and to reinforce the messages they contain.
 9. Continue to encourage implementing partners, grantees and consultants to consult or notify their RUNOs of plans in advance of events and main activities to facilitate technical coherence, information sharing among stakeholders, increased visibility, and monitoring.

10. Develop and apply a Sustainability Plan in consultation with the Grenada Spotlight Community.

Annexes

Annex A: Results Framework

Annex B: Risk Matrix

Annex C: CSO Engagement Report

Annex D: Innovative, Promising or Good Practices Reporting Template

Annex E: Annual Work Plan