



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

GRENADA

Annual Narrative Programme Report

01 January 2022 – 31 December 2022

Initiated by the European Union and the United Nations:



Programme Title & Programme Number

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

MPTF Office Project Reference Number:¹
0011931

Recipient Organization(s)

UNICEF
UNDP
UN Women
PAHO/WHO

Programme Cost (US\$)

Total Phase I approved budget as per the Spotlight CPD/RPD: 2,357,143 USD

Phase I Spotlight funding:² 2,357,143 USD

Agency Contribution: 1,173,462 USD

Spotlight Funding and Agency Contribution by Agency:

| Name of RUNO | Spotlight Phase I (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 |

Priority Regions/Areas/Localities for the Programme

Grenada, Carriacou and Petite Martinique

Key Partners

Government of Grenada
 - Ministry of Social Development, Housing and Community Empowerment (now the Ministry of Social & Community Development, Housing and Gender Affairs)
 - Attorney General's Office, Ministry of Legal Affairs
 - Central Statistical Office, Ministry of Economic Development
 - Royal Grenada Police Force
 - Ministry of Education
 - Ministry of Health
 - Child Protection Authority
 Women's Rights Organisations and other Civil Society Organisations

Programme Start and End Dates

Start Date:
01.01.2020

End Date:
31.12.2023

Report Submitted By:
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¹ The Multi-Partner Trust Fund (MPTF) Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the [MPTF Office GATEWAY](#).

² The Spotlight Contribution refers to the amount transferred to the Recipient UN Organizations, which is available on the [MPTF Office GATEWAY](#).

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List of Acronyms and Abbreviations

| | |
|-----------------|-------------------------------------------------------------------------------------------------------------------|
| 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, Transexual, 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 that 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 such appointment since 2003. Additionally, the new Prime Minister identified issues such as violence against women and the stereotypical approach in responding to adolescent mothers as priorities to be addressed by the Government. Similar to 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 broader 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, the Rotary Club of Grenada, a CSO that was not traditionally involved in the work, 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 by conducting 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 group's expansion, 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 made at the strategic levels, providing the foundation 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 strengthened 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 received training 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 was completed, personnel trained, and specific recommendations made on piloting gender-responsive budgeting.
- Government and CSO personnel completed an 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 delivering 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.

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 delivering quality, essential services to victims and survivors, and they committed to implementing these guidelines when the Standard Operating Procedures (SOPs) were launched.
- The Government stated its intention to establish national and sub-national coordinating mechanisms in VAWG to improve collaboration and accountability. It pledged support for the implementation of the SOPs, the Victims'/Survivors' Rights Policy and the data system that was developed for piloting.
- Service providers began enhancing skills and building 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 addressing 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 benefited from enhanced prevention programs, including the

- 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 was done, and capacity development with WROs and CSOs commenced.
- Caribbean Gender Alliance was formed, with participation by CSOs in Grenada.

addition of the Foundations programme, a community-based approach to the Batterers Intervention programme, the development of unified messaging for social and behaviour change communication, procurement of a vehicle for mobile campaigns, and the implementation of various campaigns.

The Programme also made progress in relation to the cross-cutting objectives and principles. However, challenges related to weak institutional architecture and capacity both within Government and civil society continued to affect implementation of the Programme. Furthermore, members of the small pool of professionals and advocates engaged in implementation indicated that burnout and exhaustion were setting in and that it could potentially lead to apathy and diminished results. Leadership changes and limited communication by CSO partners and grantees also affected implementation in 2022. Nevertheless, the programme team and partners persevered, investing significant effort in reflecting on the Programme through dialogue on the Mid-Term Assessment (MTA) report and planning for phase II. They continued implementation while facilitating dialogue with various partners, particularly the new government. As a result, the Programme recorded three promising practices: (1) Working as One UN to ensure coherence throughout the programme; (2) establishing synergies with the CariSECURE project; and (3) fostering collaborations with the Regional Spotlight Initiative Programme.

The results of the MTA were received in 2022. They indicated that, overall, the Programme was relevant and efficient. However, there was a call to enhance effectiveness and prepare for sustainability. In response, the Programme embraced recommendations to bolster the capacity of the women's movement and CSOs; reinforce monitoring, evaluation and feedback mechanisms; and enhance integration of structurally excluded groups. The findings and recommendations from this timely review contributed significantly to the design of Phase II.

The Programme continued to uphold and 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 the need for specific attention to be given to the residents from Carriacou and Petite Martinique – the two permanently populated islands that are part of the State of Grenada – as well as greater emphasis on 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 underrepresented groups, notably rural communities in Grenada, the women's movement, and young people, would also receive invitations to join. RUNOs also committed to taking measures to engage those groups more and to ensure that the benefits of the programme reached them more deliberately.

As part of its preparation for sustainability, the Programme identified and summarised the key gaps it aimed to address, the main interventions being made and the transformational changes that should be sustained. It also identified the strategies to be employed. These would collectively contribute to the development of a comprehensive sustainability plan that would address items that could be sustained without external financial and technical resources, as well as 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 aimed to leverage 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 occurred on June 23, 2022 with the holding of general elections. This led to a change in government, resulting in shifts at the leadership and technical levels of the Lead Ministry, including changes in the Minister, Permanent Secretary, and other key personnel. The election campaign period and the ensuing transition also disrupted some implementation and governance processes, particularly between May and August. However, the new Government continued to embrace the Grenada Spotlight Initiative, noting that it aligned with 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. Furthermore, 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, allowing increased 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 visit was by the UN Women Representative, accompanied by the Technical Focal Point, in April. They met with Government and CSO partners, conducted site visits to selected CSOs and participated in a consultation held in 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 online tools for teachers of Health and Family Life Education and a 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 met with the Minister and Permanent Secretary, assessed the recently retrofitted client interview room, and briefly engaged 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 motivated the implementation personnel, helped the visiting officials to develop an appreciation for 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, stated 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 a combined 335 reports of rape, indecent assault, sexual assault, sexual intercourse with persons under 13 and under 16 years old, and incest. 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.

Despite delays in 2022, the Programme remained on schedule to successful completion. 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 (NSC)

The membership of the National Steering Committee (NSC) of the Grenada Spotlight Initiative experienced several changes due to shifts in the Government, EUD, and UN during 2022. These changes, however, did not negatively impact 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 Lueticken, 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 | Changed, November 2022 | 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 |

| NSC Members at the start of 2022 | Status | NSC Members by the end of 2022 |
|------------------------------------------|----------------------|---------------------------------------------------------------------------------------------|
| 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 NSC meetings were held in 2022 – on August 23 and November 24. The August meeting marked a significant milestone as it was the first in-person gathering of the NSC. This occasion brought together a majority of the NSC members for the first time since the start of the Programme. 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. The meeting 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. 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 on increasing stakeholder engagement. As a result, it was decided to expand the Technical Coherence and Operations Committee.

b) Civil Society National Reference Group (CSRG)

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 existing 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 actively participated in the meetings of the NSC and TCOC, as well as the Joint Pillar Teams, 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 both the preparation and review of proposals that were being made to the TCOC. Additionally, 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 these meetings, as well as interactions with the UN RC, RUNOs, and the EUD, the CS-NRG consistently emphasized the need for programs like the Spotlight Initiative to:

- 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 allocated a budget 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 would have incurred costs. Consequently, the budget would be made available for their use in 2023, with an additional allocation. The proposed workplan encompasses the following components:

- Ensuring the continuous operations of the CS-NRG
- Collaborating to host programme activities
- Establishing and maintaining a robust social media presence
- Sharing the results of assessments and other reports with CSOs
- Enhancing public awareness of the CS-NRG, and the work of CSOs, women's human rights defenders and advocates
- Providing support for the 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 throughout 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 to the changes in the National Gender Machinery, followed by the change in the government and the resulting re-alignment of Ministries and Departments. The Ministry of Gender Affairs 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 extended by another RUNO for five of the pillars, and in some cases, by the Associated Agency, UNFPA, as indicated in the Country Programme Document. Additionally, UN Women had the role of Technical Coherence Lead for the entire programme, and, in that capacity, hosted and managed the Programme Coordination and Implementation Unit (PCIU). Accordingly, 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 operated under co-chairmanship of the UN Women Representative 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, Housing and Community Empowerment | Jicinta Alexis, Senior Programme Officer (Ag), Gender and Family Affairs, Ministry of Social and Community Development, Housing and Gender Affairs |
| 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 |

| Entity | Representative at the start of 2022 | Representative at end of 2022 |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 | Casandra Mitchell, Co-Chair, Grenada Spotlight Civil Society National Reference Group | Casandra 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, UN Country Coordination Officer, 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 comprehensive updates among Pillars, identifying synergies between activities from different Pillars, pinpointing common challenges and engaging in collaborative problem-solving. During 2022, the TCOC held two meetings. The first meeting held on March 7, examined the draft MTA report and 2021 Annual Report. Discussions revolved around how the findings and recommendations could be effectively applied. Approval was also granted for the Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative. The second meeting, held on October 4, centred on evaluating progress towards the achievement of Phase 1 results. Deliberations encompassed the final draft Phase II proposal and preliminary preparations for implementation, including the restructuring and expansion of the CS-NRG.

RUNO Meetings

Throughout 2022, the Programme maintained a schedule of convening meetings of the RUNOs, UN RCO and PCIU at least once every two months. These periodic meetings facilitated in-depth technical discussions on various topics such as acceleration strategies, collaboration opportunities, attainment of results, challenges and setbacks encountered, preparation for TCOC and NSC

meetings, and the identification and clarification of notices and guidelines from the Spotlight Secretariat.

In 2022, the MTA report and the Phase II proposal took centre stage in the RUNO meetings. In the first quarter of the year, the RUNOs dedicated time to examine the draft MTA Report to provide feedback for its finalisation. Subsequently, focus shifted towards examining the recommendations with the intention of applying them in during 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 active in the first half of 2022. These teams played a crucial role 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 the government, particularly some Local Pillar Leads. The hiatus was also a result of the delay in submitting the 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. A principal avenue of interaction with the community was through 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 notably present for the two half-day consultations. These undertakings 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 the programme remained responsive to the national needs and priorities, as well as securing resolute support and commitment for effective implementation.

The Grenada Programme continued its active involvement in the Spotlight Communities of Learning within the Caribbean and globally, which encompassed 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.

One instance of global participation was the attendance of four members from the Grenada Spotlight Community at 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

Their participation in this symposium exemplifies the Programme's commitment to active engagement and cross-learning within the broader Spotlight community.

At the Regional level, the Programme Coordinator maintained her role as a member of the Technical Committee for the Regional Spotlight Initiative. Simultaneously, the Chairperson of the Grenada CS-NRG maintained membership in the Civil Society Regional Reference Group. Notably, the Programme Coordinator delivered a presentation on "Using Evidence for Change: Prevention, Response and Advocacy" during a Workshop organised 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 prioritise the "delivering as one" approach to enhance efficiency and promote coherence in the delivery of the Grenada Spotlight Initiative. This strategic approach has resulted in reduced transaction costs both to the government and national CSO partners, fostering enhanced national ownership and participation in the programme. The SDG Programme Team, chaired by the UN RC, 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 also designated a dedicated UN RCO Focal Point to provide support for the 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. Through this process, they shared priorities, feedback and lessons learnt from implementing the Spotlight Programme.

In 2022, the UN RC and Sub-Regional Team convened meetings 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. This engagement underscored the commitment to collaboration and inclusive dialogue in advancing sustainable development efforts within Grenada.

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 administration being sworn in. This new Ministry of Gender Affairs, as part of the Ministry of Social and Community Development, Housing and Gender Affairs, which was assigned both a Minister for of Social and Community Development, Housing and Gender Affairs and a Minister of State with responsibility for Social Development and Gender Affairs increased visibility of and accountability for GEWE in the governance of the country. This status fulfilled one of the recommended actions from the Beijing Platform for Action which called on Governments to “ensure that responsibility for the advancement of women is vested in the highest possible level of Government”.

Demonstrating its steadfast political dedication, the Government reaffirmed its commitment to the Grenada Spotlight Initiative. In December 2022, during the presentation of the 2023 Budget to Parliament, Prime Minister Hon. Dickon Mitchell declared the Government’s unwavering intent to continue the implementation of the Grenada Spotlight Initiative to End Violence Against Women and Girls. He underlined,

“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. Additionally, the RUNOs and technical personnel of the Programme interacted with other Ministries and Departments for specific activities. They included 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.

From the Programme’s inception, the Government had designated senior technical officers from the Lead Ministry and other relevant Ministries to serve as Local Pillar Leads for Pillars 1 – 5. Furthermore, it was indicated that Pillar 6 should be led by civil society. Throughout 2022, the Local Pillar Leads continued to serve as counterparts to the Technical Focal Points from the RUNOs, with a few changes in personnel assigned. The list below provides details, 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, 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, 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 |

These Local Pillar Leads were instrumental in overseeing the execution of a activities within their respective Ministries or entities. They also played a crucial role in serving as liaisons between the RUNOs and the government at the technical level, thereby ensuring 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. The Pillar Leads contributed significantly to designing phase II.

The continued involvement of the Government across 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

outcome 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” (STAR) Campaign |

A few of the CSOs maintained regular communication with their respective RUNO partner, the PCIU and other relevant stakeholders during implementation. However, a prevailing challenge experienced was a lack of advance communication by some the CSOs that were implementing grants. Oftentimes, the RUNOs were not informed of project progress, or the dates and nature of events before they occurred, with submission of reports 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. To address this issue, the programme would consider strategies to ensure greater sharing of information by all partners in the coming year.

From 2021, the CS-NRG expressed concerns for the limited involvement of the women's movement contrary to expectations, and discussed the importance of rebuilding the movement. Therefore, they 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 facilitated an assessment of the organization's standing, employing a 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 granted a pivotal opportunity to assume a leading role within the programme. UNICEF adopted a non-competitive process to engage the Grenada National Organisation of Women, entrusting them to host a critical consultation on law reform. This momentous event took place on May 19 and was orchestrated with the support of a consultancy firm facilitated by the RUNO. The consultation centred around an examination and critique of 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. The event spanned an entire day, assembling a diverse audience comprising representatives from the women's movement, various civil society organizations, Government Ministries and Departments, as well as students from the country's solitary community college. Facilitated by legal experts and the provided consultant, attendees engaged in discourse to evaluate recommendations, express agreement or disagreement, provide comments, and raise inquiries warranting further examination. Employing a hybrid format, the event was conducted both in-person and online, accommodating additional participants remotely. 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.

During the period, the Programme took steps to diversify its engagement with CSOs focused on EVAWG. Particularly 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

Throughout the year, the Delegation of The European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD) continued to demonstrate its steadfast commitment to and interest in the Grenada Spotlight Initiative. The EUD engaged actively in discussions pertaining to the MTA results and the development of the Phase II proposal. A significant indication of their engagement was a welcomed visit to Grenada. Additionally, the EUD consistently participated in meetings of the National Steering Committee and the Technical Coherence and Operations Committee held during the year.

The main items for engagement during the first half of the year 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 included: 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. After comprehensive discussions, the RUNOs and RCO replied with responses that pledged alternative strategies, where possible, for 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 for 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 involving the Grenada Spotlight Community and provided feedback on the draft proposal at various stages of development. The main recommendations from the EUD were that: 1) the activities of phase II should prioritise Pillars three and four; and 2) 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 activity marked the culmination of the 16 Days of Activism, spearheaded by the Ministry of Gender Affairs, with the support of CSOs. During their visit, the Ambassador personally engaged in the campaign by painting a message onto 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 interacted 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 conducted a visit 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 inspect the mobile campaign vehicle.
3. Later the same day, Tuesday December 13, the EUD hosted a luncheon inviting selected CSOs, most of whom had been grantees or partners under the Grenada Spotlight Initiative. The luncheon provided a platform for the CSOs to share their accomplishments, highlight challenges faced, voice concerns and offer recommendations. The Delegation encouraged the CSOs to apply for direct grant funding under the call for proposals that had been publicised 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 steadily advancing towards achieving outcomes that would contribute to transforming how 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, while consistently applying the guiding principles of the Spotlight Initiative throughout its execution.

The SOPs for GBV was officially launched by the Government of Grenada, signifying a public declaration of the imperative to implement these procedures. As a result, service providers across the health, justice, policing and social services sectors were provided with updated guidelines for the delivery of quality, essential services to victims and survivors. During the launch, representatives from these service entities committed to implementing the SOPs. This was a major achievement under outcome 4, but 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 underscored Government of Grenada's dedication to reinforcing 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 the approval and 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. This achievement also illustrated that substantial outcomes can be realised when UN Agencies work collectively. The SOPs, due to their wide-ranging impact and influence on the VAWG response system, were regarded as the most significant transformational change accomplished to date. These procedures 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.

In addition to the SOPs, the programme also made progress in various other aspects that would strengthen prevention and response to GBV in Grenada, in alignment with international standards and agreements. One such area was in 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.

Throughout 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 guiding principle of "Leave no one behind" (LNOB) was incorporated into the implementation strategies of both government and civil society partners and grantees, including law and policy reform, grants to the CSO that works 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 and contribute to achieving 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 the related shifts in stakeholder attitudes and beliefs. In a demonstration of this principle, the RUNOs delivered a joint training on the SOPs (Pillar 4) and the Victims' Rights Policy (Pillar 1). The launch of the SOPs and the training consultant 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

Significant achievements in law and policy reform were realised. 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, a wide range 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 beneficiaries of the draft Victims'/Survivors' Rights Policy, which was based on the Essential Services Package and aligned to the SOPs, would benefit from the drafting of a chapter that described the mechanism 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. This resulted from a series of more than 15 consultation sessions with gender focal points from other ministries and statutory bodies, women's organizations, men's organizations, LGBTQI+ organizations and groups representing persons with disability. The process reached over 100 stakeholders through direct and indirect outreach including disseminating findings and other documents from the consultation sessions.

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 focused 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 comprised of a cabinet-appointed committee, supported by the GBV Unit in the Ministry of Social and Community Development, Housing and Gender Affairs. The establishment of the coordinating mechanism would serve to facilitate coordination of collaborative efforts among institutions and entities which respond to VAWG in Grenada, Carriacou and Petite Martinique. This approach would sustain 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 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, a module for integrating gender equality and EVAWG into the curriculum, GBV 101, 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. 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 mandates were to interface with clients daily would be working with vulnerable women, adolescents and children who often face multiple forms of oppression, both in the home and in 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 for strategies to implement 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 dedicated to addressing VAWG across sectors such as social, health, police and justice. This initiative resulted in the production of an assessment report highlighting three main conclusions. Firstly, it was possible to track expenditures for EVAWG in different sectors, though the findings were somewhat overestimated. Secondly, improving the capacity of budget officers and planners in utilising performance budgeting would not only improve evidence-based policy making but also enhance the production of information. This approach would involve multiple steps, such as: 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, the report also concluded that gathering qualitative data to assess the impact of services and activities aimed at eradicating 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 to rollout Gender-Responsive Budgeting across 4 countries, including Grenada, have been integrated into plans for Phase II of the Regional Spotlight Initiative 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 require systematic actions aimed at identifying and challenging harmful norms, beliefs and practices, and promoting those that support equality and peace. In order to anchor prevention messages in Grenada, the programme identified four problems that need to be addressed: men’s sense of ownership and 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 within the family. The programme also identified the desired 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 organisations 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 facilitated increased public dialogue to confront myths and beliefs that enable the perpetuation of VAWG, while simultaneously promoting healthy relationships, and advancing 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 featured a young woman's voice, firmly asserting her rights to respect and support, while unequivocally denouncing violence against women. Another announcement narrated by a young man, shared that learning to respect women and controlling his feelings and actions had made him a better man. The third was of a man acknowledging his need for assistance in controlling harmful behaviours against 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 or controlling behaviour. Additionally, one infographic material was designed and circulated on the social media platform, Facebook sensitising the Grenadian public on "five warning signs of emotional abuse." The posts reached 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 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.

Under the auspices of 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), the modified Clothesline Project (described in the section on campaigns) and other activities. 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 to also include 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.

Building on 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) took a significant step forward by formulating a comprehensive two-year strategy which is designed to guide private sector organizations and trade unions in implementing, monitoring, and evaluating workplace and safe spaces activities that seek to address EAWG and to promote gender equality in the workplace. Based on meaningful interactions with private sector groups and the trade unions, the recommendations included but were not limited to the 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. Another was for the development of 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 also 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, 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 individual and community 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 or obligated by the end of 2021. Extensive planning took place to ensure that activities in Phase 2 would address remaining gaps and build on the successes achieved during Phase 1.

The National Standard Operating Procedures for Gender-Based Violence was adopted by Cabinet in 2021 and launched in December 2022. Therefore, early in 2022, focus was placed on enhancing 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 operationalisation of these procedures would ensure that women and girls who have experienced violence could access quality, comprehensive services at any point of entry into the system. This was aligned with the overarching goals of the program: providing survivor-centred services, using rights-based approaches and leaving no one behind. The training sessions were as follows:

| 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 “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.

The Government Information Service published a news item that highlighted the significant event. In a parallel effort to reach a wider audience, a two-hour panel discussion was facilitated by the Grenada Broadcasting Network, which was aired on their television, radio and social media platforms. This provided a platform to disseminate information about the newly adopted Standard Operating Procedures (SOPs) for Gender-Based Violence (GBV). Through these activities, thousands of local and international listeners/viewers became aware of the launch of the SOPs on GBV. Furthermore, 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 would be 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 towards finalising the adolescent health record, while simultaneously identifying the data and information that should 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.

Significant strides were 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 pressing concern, 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, 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 increase 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 or support initiatives, including for longer-term recovery and support.

¹The 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

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, an online data collection system - VAWG-WebMS - was designed, and a user manual 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 user manual for this system outlines the main guidelines, operations and schedules for future use and implementation by the various entities. It identified 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 Gender Affairs, 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 the government and UNDP to complement and enhance implementation of the Gender Equality Policy and Action Plan. This activity was designed to contribute to Output 5.2, "Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making". 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 spanning a wide 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 various organisations were in attendance at the advocacy events, including the Ministry of Social Development, the Grenada Tourism Association and CSOs such as the Grenada Education and Development Programme and the St Patrick's Environmental and Community Tourism Organisation. Following an event where the Programme Coordinator delivered a presentation, a member of the Rotary Club extended an invitation for them to speak at a staff development session at her workplace, the Grenada Cooperative Bank Ltd. The presentation was delivered to a group of fifteen (15) staff members.

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 critical roles 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 began closely working with CSOs and community stakeholders associated with the Spotlight Initiative to enhance their resilience through capacity building, supporting practical GBV/IPV/FV responses in the field, 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 spanning two days to refine the methodology and were subsequently 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 that had become a pivotal source 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 Lead 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. The review found that while

the institution was providing a critical service in enabling some of the adolescent mothers to continue their education and receive support for infant-care during school hours, 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, leading to the identification of needs and requirements. 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. Stakeholders also raised concerns about safe housing, equality, and financial and technical support, which reinforced the strategy under Pillar 4 aimed at developing priority access routes to safety nets. Student consultations underscored that adolescent mothers' exposure to adverse childhood experiences might not be unique and may be prevalent 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 in Grenada 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 galvanise interest, momentum and action around networking, alliance building and movement strategizing around themes of common interest. Additionally, the retreat aimed to build institutional capacity on advocacy and resource mobilization using a participatory approach. Following the retreat, several Caribbean CSOs were inspired to sustain the momentum and subsequently established 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 the 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 limited capacity both within the government and civil society sectors which continued to affect implementation. The programme also experienced another period of slow implementation attributed to changes in government and leadership, as well as uncertainties leading to a funding gap between Phases I and II. There were also difficulties with sharing information effectively. However, the dedicated programme team and partners persevered, investing considerable effort in assessing 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 the National Gender Machinery, WROs and CSOs lacked the technical and organizational capacity to implement and fulfil their mission, and were not able to adequately invest in capacity development. 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 the 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. At the same time, the RUNOs continued to recognise that most of the organisations, especially the grassroots WROs and CSOs, were not able to apply for or access grants. For those that managed to secure grants, difficulties arose in implementing and reporting on them in a timely manner. In response, the strategy of integrating external technical support to strengthen the execution functions and fulfil essential deliverables became imperative. Despite these challenges, the Programme remained optimistic that the planned capacity development programme would be successfully implemented during its final year, 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 the 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 the 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 the retirement of one of the Pillar Leads, who had led both Pillars 2 and 3 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, in which subsequently required additional time 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. Consequently, despite the well-intentioned commitment expressed by the new government and all partners, these cumulative factors led to a significant deceleration in implementation.

Limited Information Sharing

Some of the CSOs exhibited a lack of consistent engagement with key stakeholders, including 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 that adopted a practice of proactive consultation and advanced communication with partners. 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 the 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 to get the necessary information, 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. Through the post-STAR campaign evaluation conducted among members of the population, partners became aware 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 strategically aligned deliverables across the Pillars to complement one another, thereby enhancing outcomes and fostering collaborative efforts among the RUNOs. The most tangible illustration of this synergy 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. The RUNOs agreed to combine resources to ensure that the curriculum for the training covered content for both the SOPs and the Policy when planning a series of training workshops that targeted first responders from the policing/justice, health and social sectors. 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 another project

The programme successfully forged synergies with, the CariSECURE project to strengthen one of the results of the Grenada Spotlight Initiative on sustainable data collection. UNDP built on the work done under the CariSECURE Project with the Police Records Management Information

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

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 enhanced collaboration between stakeholders such as 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 data across the region, including VAWG/FV data is critical to strengthen the nexus between citizen security and VAWG/FV. The data system stands as an innovative achievement, introducing an entirely novel and harmonized platform for a range of Ministries and other 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 facilitated collaborative opportunities between the Spotlight Initiative both in Grenada and at the regional level in three ways: Firstly, the regional-level efforts in Gender-Responsive Budgeting (GRB) supported the corresponding work in Grenada, with outcomes from the national level being shared regionally; secondly, the capacity development initiatives planned for the WROs and CSOs in Grenada would be based on a regional model, 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 not only ensured that messaging remained rooted in these principles but also contributed effectively to achieving outcome 3. The messages, 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 |

| PROBLEM TO BE ADDRESSED | THE CHANGE WE WANT TO SEE |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 facilitated by lawyers and consultants, brought together participants from the women's movement, other civil society organisations, Government Ministries and Departments, and students from the country's lone community college to discuss the issues. 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.

During the keynote 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.

Several other speakers addressed the launch online and in person:

- H.E. Malgorzata Wasilewska, Ambassador, Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (EUD), 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 stigmatisation.”

- Isiuwa Iyehen, 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, applauded the Government for its comprehensive approach to eliminating GBV, and urged that eliminating violence from 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, 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

The launch of the SOPs, was widely published by the by the Government Information Service at (<https://www.facebook.com/gisgrenada/videos/491061419551509/>). This story was also 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 a 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 acts of violence in Grenada. They were based on theories from its flagship programme, "Saving Brains Grenada", which aims to prevent family violence and harmful child-rearing practices that could adversely affect early brain development. The announcements drew inspiration from the skill of composure within 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, and potentially escalating to violence, the skill of composure encourages each person 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 identified four typical scenarios prevalent in Grenada and the region that could lead to violence which were: 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 jingle 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, Sauteurs in St Patrick, Grenville in St Andrew, and the courtyard of the Esplanade Mall in St George’s city centre. 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 increase awareness for both victims and survivors and allow individuals to write messages of affirmation, support or personal experiences. It was expected that this approach would inspire 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, uncover concerns and identify 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 aired 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 here.

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.”

g) **Photos:**

A few messages from the Clothesline Project

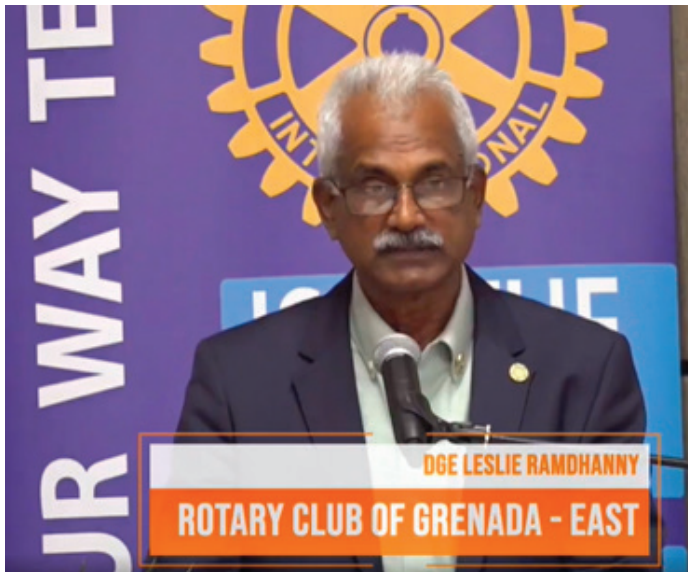




Senator the Honourable Gloria Thomas, Minister of State with Responsibility for Social Development and Gender Affairs in the Ministry of Social and Community Development, Housing and Gender Affairs delivering the Feature Address at the Official Launch of the National Standard Operating Procedures (SOPs)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

H.E. Malgorzata Wasilewska, Ambassador, leaving a message on 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:

- GRECHAP recording of a social media forum: Raising awareness on the Standard Operating Procedures for GBV for Grenada: [Pineapple Series I - GrenCHAP](#)
- GRECHAP 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 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 the 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 the 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 outcomes 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 the strategies involved fostering national consensus through participatory and inclusive approaches. Therefore, to ensure that results are sustained, RUNOs partnered with government agencies and CSOs that offer pivotal insight into the national context and could reasonably be expected to prepare to maintain 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 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. Review feedback and comments received on programme activities that were posted on Facebook and other social media platforms to identify attitudes and beliefs about GBV, pinpoint concerns/gaps to be addressed, and identify any resistance and backlash against efforts to prevent 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 comprehensive 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. These resources and assets 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 copied, edited and designed using an agreed-upon structure and visibility guide.
 8. Reuse communication assets that have already been produced, such as social media cards, videos, jingles and posters. Allocate resources to effectively disseminate these assets to reach many more people, and to reinforce the messages they contain.
 9. Continue to promote proactive engagement among implementing partners, grantees and consultants, urging them to consult with or provide advance notifications to their RUNOs about upcoming events and main activities. This approach would facilitate technical coherence, effective 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

Annex A

| Outcome 1 Summary table | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Legal age of marriage | | | | | |
| Indicator 1.1 Laws and policies on VAWG/HP in place that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations. | 0.25 | 0 | 0.25 | 0.25 | 0 | The Programme is addressing inheritance rights of persons in cohabitational relationships. |
| | Parental Authority in Marriage | | | | | |
| | 0 | 0 | 0 | 0 | 0 | |
| | Parental Authority in Divorce | | | | | |
| | 0 | 0 | 0 | 0 | 0 | |
| | Inheritance rights of Widows | | | | | |
| | 0 | 0 | 0 | 0 | 0 | |
| | Inheritance rights of Daughters | | | | | |
| | 0 | 0 | 0 | 0 | 0 | |
| | Laws on Domestic Violence | | | | | |
| | 0.25 | 0 | 0.25 | 0.25 | 0 | |
| | Laws on Rape | | | | | |
| 0.25 | 0 | 0.25 | 0.25 | 0 | | |
| Laws on Sexual Harassment | | | | | | |
| 0.75 | 0.75 | 0.75 | 0.75 | 0.25 | | |
| | | | | | | |
| | National level | | | | | |
| Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner. | Evidence-based, Rights of all women & girls, Participatory Development | Evidence-based, Costed, M&E framework, Rights of all women & girls, Participatory Development | Evidence-based, M&E framework, Rights of all women & girls, Participatory Development | Evidence-based, M&E framework, Rights of all women & girls, Participatory Development | Evidence-based, Costed, M&E framework, Rights of all women & girls, Participatory Development | The original Gender Equality Policy and Action Plan (2014-2024) continues to be in effect. It is evidence-based, addresses the rights of all women and girls and was developed in a participatory manner. The Programme has since drafted a Revised Action Plan (2022 - 2028) for the Gender Equality Policy which has to be reviewed and further revised to prepare for adoption. When completed, it will be costed and it will contain a more detailed M&E framework. |
| | Sub-National Level | | | | | |
| | Does not apply/ there is no plan | Does not apply/ there is no plan | 0 | 0 | Does not apply/ there is no plan | Does not apply |
| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Developed or Strengthened | | | | | |
| Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year. | 0 | 4 | 19 | 22 | 5 | The bills and policies identified were drafted for consideration by the Government of Grenada. The bills and policies identified were drafted for consideration by the Government of Grenada. |
| | | | | | | |

| | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------|----|----|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| Indicator 1.1.3 Number of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year. | 0 | 3 | 18 | 19 | 4 | The women's movement, coordinated by the Grenada National Organisation of Women, convened a wide cross-section of voices, representative of state, civil society, geographic, age and gender dimensions. It was a hybrid consultation in which over 60 persons were physically present, and many more online. In addition, several online consultations were held by the Attorney General's Office, Ministry of Legal Affairs. |
| | | | | | | |
| | Parliamentarians | | | | | |
| Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year. | 0 | 25 | 0 | 22 | 25 | There were no sensitisation/training activities with parliamentarians in 2022. |
| | Women Parliamentarians | | | | | |
| | 0 | 8 | 0 | 11 | 8 | |
| | Human Rights Staff | | | | | |
| | 0 | 10 | 78 | 97 | 10 | Staff members from health, policing, and social sectors that provide services to victims and survivors of GBV were sensitised to strengthen the policy on victims rights. |
| | Women Human Rights Staff | | | | | |
| 0 | 5 | 52 | 67 | 5 | | |
| | | | | | | |
| | National | | | | | |
| Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year. | Evidence-based, Needs of ALL women & girls | Evidence-based, Needs of ALL women & girls | 1 | 1 | Evidence-based, Needs of ALL women & girls | The 1st draft was completed. It has to be reviewed and submitted for consideration by Government. |
| | Sub-National | | | | | |
| | 0 | 0 | 0 | 0 | 0 | Does not apply |

| Outcome 2 Summary table | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------|-------------------------------------|------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Coordination Mechanism? | | | | | |
| Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups. | Yes | Yes | No | No | Yes | A model for one national and four subnational (local) coordinating mechanisms on EVAWG, and one National Gender Equality Commission was developed. The Government approved the establishment of the national and sub-national coordinating mechanisms, but they are not yet formed. |
| | | | | | | |
| | Health | | | | | |
| Indicator 2.3 Extent to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards. | Low | Medium | Medium | Medium | Medium | |
| | Education | | | | | |
| | Low | Medium | Medium | Medium | Medium | |
| | Justice | | | | | |
| | Medium | Medium | High | High | Medium | |
| | Security | | | | | |
| | Medium | High | High | High | High | |
| | Social Services | | | | | |
| | Medium | High | High | High | High | |
| | Culture | | | | | |
| | Low | Low | Low | Low | Low | |

| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------|-------------------------------------|------------|--------|---------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| | | | | | | |
| <u>Indicator 2.1.2</u> Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP. | Yes | Yes | Yes | Yes | Yes | |
| | | | | | | |
| | | | | | | |
| <u>Indicator 2.1.5</u> Number of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards. | 0 | 2 | 0 | 4 | 4 | A training module was developed. However, the training institutions have not committed to integrating it into their curriculum. |
| | | | | | | |
| | Government Officials | | | | | |
| <u>Indicator 2.1.6</u> Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year. | 0 | 50 | 0 | 91 | 232 | Training on this theme did not occur in 2022. The activity was rolled over to 2023. |
| | Women Government Officials | | | | | |
| | 0 | 25 | 0 | 74 | 125 | |
| | | | | | | |
| | Government Officials | | | | | |
| <u>Indicator 2.1.7</u> Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year. | 0 | 20 | 0 | 64 | 90 | Training on this theme did not occur in 2022. The activity was rolled over to 2023. |
| | Women Government Officials | | | | | |
| | 0 | 10 | 0 | 61 | 55 | |
| | | | | | | |
| | Government Officials | | | | | |
| <u>Indicator 2.1.8</u> Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors, within the last year. | 0 | 21 | 17 | 64 | 44 | |
| | Women Government Officials | | | | | |
| | 0 | 13 | 15 | 52 | 18 | |
| | | | | | | |
| | | | | | | |
| <u>Indicator 2.1.9</u> Number of women’s rights advocates with strengthened capacities to support the integration of ending VAWG into the development plans of other sectors. | 0 | 5 | 5 | 55 | 35 | |
| | | | | | | |
| | | | | | | |

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----|----|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year. | There is no coordination mechanism | Established at the highest level, Composed of relevant stakeholders, With a clear mandate and governance structure, With annual work plans | 0 | 0 | Established at the highest level, With a clear mandate and governance structure, Composed of relevant stakeholders, With annual work plans | The Government of Grenada approved the establishment of a National Multi-stakeholder Coordinating Mechanism on VAWG, but it is not yet established. |
| | | | | | | |
| | | | | | | |
| Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms in place that include representatives of groups facing multiple and intersecting forms of discrimination. | 0 | 3 | 0 | 2 | 3 | The Government of Grenada approved the establishment of a National Multi-stakeholder Coordinating Mechanism on VAWG, and sub-national Coordinating Mechanisms, but they are not yet established. |
| | | | | | | |
| | Government Officials | | | | | |
| Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year. | 0 | 15 | 13 | 13 | 15 | There were training activities with stakeholders and an assessment was conducted. There were repeat participants. In total, 13 persons from Grenada participated in at least one activity. |
| | Women Government Officials | | | | | |
| | 0 | 10 | 11 | 11 | 10 | |

Outcome 3 Summary table

| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------|-------------------------------------|------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| | | | | | | |
| Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner. | 42 | 30 | 42 | 42 | 30 | Unable to report change due to absence of survey data in 2022. |
| | | | | | | |
| | | | | | | |
| Indicator 3.3 Existence of with at least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner. | 5 | 0 | 3 | 9 | 8 | The strategies and programmes mentioned were developed prior to Spotlight Initiative, but the Programme supported their use |
| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | In-School Programmes | | | | | |
| Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights,within the last year. | 0 | 470 | 0 | 10 | 940 | The online resource pack on comprehensive sexuality education for Health and Family Life Education Teachers and Guidance Counsellors was launched, and the Training of Trainers in TAMCC for introducing the Foundations Programme was completed, but there is no information on how many students benefited from them as yet. |
| | In-School Programmes Girls | | | | | |
| | 0 | 235 | 0 | 0 | 470 | |
| | In-School Programmes Boys | | | | | |
| | 0 | 235 | 0 | 0 | 470 | |
| | Out-of-School Programmes | | | | | |
| | 0 | 50 | 133 | 331 | 100 | |
| | Out-of-School Programmes Girls | | | | | |
| | 0 | 25 | 86 | 86 | 50 | |
| Out-of-School Programmes Boys | | | | | | |
| 0 | 25 | 47 | 245 | 50 | | |

| | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------|--------|--------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year. | 0 | 200 | 73 | 189 | 400 | The milestone was not achieved because two of the CSOs did not complete their projects and the activity targeting parents and guardians was being reviewed. |
| | | | | | | |
| Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year. | 0 | 75,000 | 73,178 | 258927 | 75,000 | |
| | | | | | | |
| | Total | | | | | |
| Indicator 3.2.3 Number of men and boys who regularly attend gender transformative programmes addressing violent masculinities and men's violence towards women and girls in community centres, schools and other relevant spaces, within the last year. | 0 | 150 | 0 | 47 | 300 | Programmes aimed at having men and boys regularly attend sessions were not conducted in 2022. |
| | Men | | | | | |
| | 0 | 100 | 0 | 9 | 200 | |
| | Boys | | | | | |
| | 0 | 50 | 0 | 38 | 100 | |
| | | | | | | |
| Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year. | 3 | 8 | 4 | 4 | 8 | |
| | | | | | | |
| | EVAWG Policies | | | | | |
| Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year. | 0 | 5 | 0 | 0 | 5 | Policies on safe spaces for women at work were drafted, and community leaders/influencers participated in sensitisation/training activities, but the non-State entities engaged have not yet adopted relevant policies/strategies. Further work would be done with them in 2023. |
| | EVAWG Policies including LNOB | | | | | |
| | 0 | 5 | 0 | 0 | 5 | |
| | | | | | | |
| | Decision Makers | | | | | |
| Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights, within the last year. | 0 | 50 | 31 | 81 | 175 | 0 |
| | Women Decision Makers | | | | | |
| | 0 | 25 | 20 | 60 | 90 | |
| | | | | | | |

Outcome 4 Summary table

| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------|-------------------------------------|------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| | Women | | | | | |
| Indicator 4.1 Number of women and girls, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence and seek help, by sector. | 0 | 900 | 736 | 736 | 3210 | |
| | Girls | | | | | |
| | 898 | 275 | 268 | 268 | 975 | |
| | | | | | | |
| | Reported | | | | | |
| Indicator 4.2 a) number of VAWG cases reported to the police; b) number of cases reported to the police that are brought to court; and c) number of cases reported to the police that resulted in convictions of perpetrators. | 824 | 850 | 880 | 2028 | 3,349 | Data that allows the tracking of cases from the Police to the Court were not produced as the data management system is not yet implemented (Pillar 5). |
| | Brought to Court | | | | | |
| | 824 | 150 | 0 | 157 | 150 | |
| | Convictions | | | | | |
| | 0 | 0 | 0 | 0 | 0 | Data not produced |
| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Developed | | | | | |
| Indicator 4.1.3 Existence of national guidelines or protocols that have been developed and/or strengthened in line with the guidance and tools for essential services. | No | Yes | 1 | 1 | Yes | |
| | Strengthened | | | | | |
| | No | Yes | 1 | 1 | Yes | |
| | | | | | | |
| | Government Service Providers | | | | | |
| Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year. | 0 | 50 | 80 | 217 | 50 | During 2022, there was extensive training for frontline workers from the Police, health and social sectors in preparation for the implementation of the Standard Operating Procedures on GBV. |
| | Women Government Service Providers | | | | | |
| | 0 | 30 | 54 | 149 | 30 | |
| | | | | | | |
| | Total | | | | | |

| | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------|------|-------|-------|----------------------------------------------------------------------------------------------------------------------------------------|
| Indicator 4.1.5 Number of women's rights organisations who have increased knowledge and capacities to deliver quality, coordinated essential services to women and girls' survivors of violence, within the last year. | 0 | 5 | 0 | 6 | 5 | No additional CSOs were provided with opportunities in relation to this indicator, due to delayed transition from Phase I to Phase II. |
| | LNOB | | | | | |
| | 0 | 2 | 0 | 6 | 2 | |
| | Grassroots | | | | | |
| | 0 | 0 | 0 | 0 | 1 | |
| | | | | | | |
| | Developed | | | | | |
| Indicator 4.1.9 Existence of national guidelines or protocols for essential services that have been developed and/or strengthened that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination. | Yes | Yes | Yes | Yes | Yes | |
| | Strengthened | | | | | |
| | No | Yes | Yes | Yes | Yes | |
| | | | | | | |
| | a) Girls with ACCESS to ES | | | | | |
| Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased ACCESS to a) to quality essential services and b) accompaniment/support initiatives, including longer-term recovery services, within the last 12 months | 10000 | 5000 | 3500 | 7000 | 5000 | |
| | a) Women with ACCESS to ES | | | | | |
| | 0 | 10000 | 5000 | 13500 | 10000 | |
| | b) Girls with Access to Recovery Services | | | | | |
| | 300 | 300 | 162 | 342 | 300 | |
| | b) Women with Access to Recovery Services | | | | | |
| | 0 | 300 | 200 | 562 | 300 | |
| | | | | | | |
| | Strategies Designed | | | | | |
| Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination. | Yes | Yes | 8 | 8 | Yes | |
| | Strategies Designed that include LNOB | | | | | |
| | Yes | Yes | 8 | 8 | Yes | |
| | | | | | | |

| Outcome 5 Summary table | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------|-------------------------------------|------------|--------|-----------------------------------------------------------------------------------------------------------------------|
| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Prevalence | | | | | |
| Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time | Yes | Yes | Yes | Yes | Yes | The Women's Health and Life Experiences Survey (2018) provides data on the rate of VAWG experienced in the last year. |
| | Incidence | | | | | |
| | Yes | Yes | Yes | Yes | Yes | |

| | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------|-------------------------------------|----------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| | IPV | | | | | |
| Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, family violence, harmful practices when relevant, and trafficking and femicide) at country level | No | Yes | No | No | Yes | Service providers collect data, but it is not processed and made publicly available. However, it is shared upon request. Data on Domestic Homicides are collected and reported. Femicide is not recognized in law. The Royal Grenada Police Force keeps a Domestic Violence Register, but it is not routinely processed and made publicly available. However, it is shared upon request. |
| | FGM | | | | | |
| | 0 | 0 | Not applicable | Not applicable | 0 | |
| | Child Marriage | | | | | |
| | 0 | 0 | Not applicable | Not applicable | 0 | |
| | Femicide | | | | | |
| | No | Yes | Yes | Yes | Yes | |
| | Family Violence | | | | | |
| | No | Yes | Yes | Yes | Yes | |
| Trafficking | | | | | | |
| | 0 | 0 | Not applicable | Not applicable | 0 | |
| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | | | | | | |
| Indicator 5.1.2 A system to collect administrative data on VAWG/HP, is in place and in line with international standards, across different sectors | Security, Social Services | Justice, Security, Social Services | 0 | 0 | Justice, Security, Social Services | A system was developed for piloting in 2023. |
| | | | | | | |
| | Knowledge products | | | | | |
| Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months | 2 | 10 | 2 | 9 | 20 | |
| | | | | | | |
| | Government Personnel | | | | | |
| Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year | 0 | 15 | 0 | 25 | 42 | Training sessions conducted focused on how to enter data into the data system and on understanding the layout and functionalities of the platform. |
| | Women Government Personnel | | | | | |
| | 0 | 7 | 0 | 16 | 24 | |
| | | | | | | |
| | | | | | | |
| Indicator 5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year | 0 | 5 | 0 | 4 | 20 | The focus, in 2022, was the development of the data collection system. Training on the analysis and use of data will be done in 2023. |
| | | | | | | |

Outcome 6 Summary table

| Outcome Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-------------------------------------|------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | |
| Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, increase their coordinated efforts to jointly advocate on ending VAWG | 0 | 4 | 6 | 12 | 20 | |
| | | | | | | |
| Indicator 6.2 Extent to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG | 2 | 5 | 0 | 1020 | 10 | The activity aimed at fulfilling this target was rolled over to 2023. |
| | | | | | | |
| Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG | 0 | 10 | 6 | 22 | 30 | Of the ten organisations involved in implementation from the start of the programme, six had ongoing work in 2022, and reported, in that year, of having gained influence. |
| Output Indicator | Baseline | Milestone 2022 | Results for Reporting Period (2022) | Cumulative | Target | Reporting Notes |
| | | | | | | |
| | Youth | | | | | |
| Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year. | 3 | 5 | 3 | 9 | 5 | |
| | LNOB | | | | | |
| | 6 | 2 | 2 | 14 | 10 | |
| | | | | | | |
| Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year | 0 | 4 | 8 | 25 | 20 | |
| | | | | | | |

| | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---|---|----|----|-----------------------------------------------------------------------|
| | | | | | | |
| Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year | 0 | 4 | 0 | 7 | 20 | The activity aimed at fulfilling this target was rolled over to 2023. |
| | | | | | | |
| | CSOs with strengthened capacities | | | | | |
| Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year. | 0 | 5 | 8 | 24 | 15 | |

Annex B

Risk Matrix

| Risk Assessment (All text in the Risk Managment Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: | | Addressing the Risk Please include the mitigating and/or adaption measures taken during the reporting period. | Responsible Person/Unit |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Contextual risks | | | | | | |
| Natural hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities | Possible (3) | Extreme (5) | Continuously | Media reports and Country Security Focal Point | The Programme is aligned to the UN Business Continuity Plan for Barbados and the Eastern Caribbean. Through this mechanism, the Security Focal Point for Grenada provides information and manages those risks. | UNRCO and PCIU |
| Failed Constitutional Reform on the Rights and Freedoms Bill | Rare (1) | Insignificant (1) | Quarterly | National Policy Statements, local media | Government has expressed commitment to gender equality and a rights-based approach, as demonstrated in priorities and actions, especially the naming of a Ministry for Gender Affairs. RUNOs have committed to build the capacity of CSOs, the National Gender Machinery so that they can continue to advocate, build and implement effective GEWE and EAWG programmes beyond Spotlight. The public is more sensitised to the problem of VAWG and is increasingly calling for actions to end it. Given the amount of time since the Referendum, this risk has reduced. | UN Women, UNDP, PCIU |
| Significant conservative discourse related to male marginalization, that men and boys as a group have been made vulnerable and marginalized as a result of women progress. | Possible (3) | Moderate(3) | Quarterly | Action Plans, materials being produced, discussions with stakeholders | The UN System continued to work with government and CSOs to sensitise all stakeholders, including programme beneficiaries and implementers, that focus on FV, IPV and child sexual abuse aims at improving the quality of life and life chances for women and girls, and that does not mean that gains made to eliminate family-based VAWG and empower women and girls would result in marginalization and discrimination of men and boys. The Spotlight Guidance Note on Engaging Men and Boys was re-shared with relevant partners, when necessary. | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU |
| Novel Coronavirus (COVID-19) Pandemic causes extended shut down and shift in priorities | Likely (4) | Moderate(3) | Weekly | COVID-19 Dashboards and announcements of Regulations by the Governments of Barbados and Grenada. UN Updates | The AWP was revised to include strategies for remote work by key partners and facilitate increased capacity to deliver online services and training; A COVID-19 Response Plan was developed and implemented | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU |
| International, Regional and/or national public health pandemics, epidemics or other international incidents could severely delay or halt project activities | Unlikely (2) | Major (4) | Weekly | International media, UN Briefings | The UN business continuity plan is in place | UNRCO & PCIU |

| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: How (and how often) did your programme monitor the risk(s) during the reporting period? | | Addressing the Risk Please include the mitigating and/or adaption measures taken during the reporting period. | Responsible Person/Unit |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Political climate and upcoming general elections divert attention of decision-makers and Legislators away from legal and policy reform and other responses to EAWG, or the results change the policy direction either towards or away from EAWG, or cause a shift in decision-making architecture | Certain (3) | Moderate(3) | Weekly | Grenada Government Information Service, Local Media | Paused consultations on and finalisation of the Phase II Proposal. Ensured that the Spotlight Programme was introduced to the new Government and that they were involved in the finalisation of the Phase II Proposal. The New Government has expressed support for the Programme and has continued implementation of activities started in the prior administration. | UNRCO, PCIU |
| Programmatic risks | | | | | | |
| Project risks being inadequately financed, following its medium term review, and may require a reduction in the activities to be completed. | Unlikely (2) | Minor (2) | Quarterly | Programme Budget, Notice of approval of Phase 2 | The programme received a favourable MTA, noting specific areas for improvement. The Programme was selected for Phase II funding. | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU |
| Reluctance of state institutions to share VAWG and family violence data generated | Unlikely (2) | Major (4) | Quarterly | Partner Reports | National administrative data remains unavailable; however, no reluctance was observed regarding available data from institutions, nor of national prevalence data. A system for national administrative data will be developed. It will include protocols for collecting, processing and disseminating data. Training for stakeholders on data collection on new tools targeting the Police Force, the Ministry of Social Development, Supreme Court Registry, Statistical Division and CSOs will develop skills and willingness to apply the system. A National Data Hub will be created for administrative records relating to violence against women and girls. Further, the national and sub-national Coordination teams will monitor relevant trends for prevention and response. | UNDP, PCIU |
| Reluctance of CSOs to share detailed information on progress, provide evidence of implementation and results, and provide financial information. | Likely (4) | Major (4) | Monthly | Partner Reports | Began one-on-one meetings and monitoring visits with Partners and Grantees; Recognised need to develop standard reporting tools suitable for specific indicators to be used by all programme partners and grantees. Tools were drafted. | RUNOs, PCIU |
| Compartmentalisation or division of tasks within and between Pillars implemented by government, CSOs and RUNOs challenge the cohesiveness of the Programme | Likely (4) | Moderate (3) | Monthly | Programme monitoring | The agendas of the NSC and TCOC Meetings were reconsidered to foster greater interaction; common C4D messaging was developed; Joint Pillar Teams were formed for each Pillar; Some of the RUNOs were using a collaborative approach to implementation | RUNOs, PCIU |
| Implementation readiness for January start date, especially for CSOs | Likely (4) | Major (4) | Monthly | Partner Reports | This remained a risk in the context of low technical capacity to implement many activities. Strengthening the capacity of the Government, the women's movement and other civil society organisations was identified as a priority. Work with CSOs is planned especially in capacity building to help equip, enhance and retain the skills of CSOs and women's rights groups in Grenada so that they can adequately perform and implement their activities under the Project. Resources will also be made available to assist where necessary to prevent further delays. Check-ins were done with awarded CSOs to get feedback and provide guidance on the way forward. | UN Women, UNDP, UNICEF, PAHO/WHO, PCIU |

| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: How (and how often) did your programme monitor the risk(s) during the reporting period? | | Addressing the Risk Please include the mitigating and/or adaption measures taken during the reporting period. | Responsible Person/Unit |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Resistance to messaging re gender equality, changing social norms, and vulnerable groups. | Unlikely (2) | Minor (2) | Continuously | Media monitoring | It is expected that these ingrained ideas will take a long time to change, but there were anecdotal indications of change towards reduced tolerance for VAWG. Activities were planned within all Pillars to address this resistance. The Joint Pillar Team for Pillar 3, supported by the Programme Team, developed communication for development (C4D) and social and behaviour change communication (SBCC) messaging to be applied across programming areas. The Programme supported partners in their messaging and targeting. | UN Women, PCIU |
| Capacity of CSOs involved in multiple programmes, activities, and/or communities. | Almost Certain (5) | Extreme (5) | Monthly | Monitoring Pillar 6 activities and CSO engagement in other Pillars | The programme management plan has alerted managers of this problem, and the AWP for Pillar 6 has been modified to identify and help bridge the capacity gaps. A CSO Support Consultant was recruited to work with the CSOs. | UN Women, UNDP, UNICEF, PAHO/WHO |
| Small number of persons in-country with technical capacity in gender, GBV and human rights | Almost Certain (5) | Major (4) | Quarterly | Number of active organisations and individuals involved | Increase technical coherence activities; provide training to partners; monitor quality and content of outputs by partners and consultants; The Programme decided to expand both the CS-NRG and the TCOC to ensure more stakeholders had an opportunity to become involved in the programme. | UN Women, UNDP, UNICEF, PAHO/WHO, PCIU |
| Institutional risks | | | | | | |
| Lengthy process of signing of Contracts and Agreements (or equivalent) by UN agencies, partners and relevant government institutions, including the Office of the Prime Minister, delaying commencement of project implementation | Almost Certain (5) | Major (4) | Monthly | Monitoring lapse between drafts and decisions | RUNOs have (1) utilised the processes with the shortest time frames for the programme, such as small grants, and COVID-19 response processes to recruit partners. The programme has tried to be more strategic and reduce the number of consultants recruited. The Programme also advertised for Consultants and partners through direct means, and advertise in Grenada, while maintaining the principles of competition and transparency. | UN Women, UNDP, UNICEF, PAHO/WHO, PCIU |
| Time needed to operationalize the proposed information management system. | Almost Certain (5) | Major (4) | Monthly | Monitoring lapse between drafts and decisions | Proposal for management of Programme records and other information was developed and tested. | PCIU, RCO |
| Participation of government and development agencies (e.g. UN and EU) in the interim or National CSO reference group. | Unlikely (2) | Major (4) | Quarterly | Attendance registers | The CS-NRG membership is per the guidelines, and consists only of persons from the CSOs. There has been no participation of government in any of the CS-NRG Meetings. UN Women has participated in meetings to support the NRG, other RUNOs participate to provide information, when invited. The PCIU provides support. The agenda and outcomes of the meetings were directed by the CS-NRG. | PCIU, RCO |
| Too much time is used in governance and coordination involving the same people in several meetings, thus resulting in diminishing returns | Likely (4) | Moderate (3) | Monthly | Numbers of various meetings planned, lists of invitees and attendees | Differentiate duties and agendas of the various committees and teams; schedule meetings in advance and provide adequate notices; avoid frequent meetings with the same core individuals except with their consent | UNRCO, PCIU, UN Women, UNDP, UNICEF, PAHO/WHO |

Annex C

CSO Engagement Report

Reporting Period: Start of the programme - 31 December 2022

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans. | | | | | | | | | |
| Output 1.1: National and regional partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination and are in line with international HR standards and treaty bodies' recommendations. | | | | | | | | | |
| 1 | 1.1 | Windward Islands Research and Education Foundation (WINDREF) | International | 17820 | UNICEF | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 1 | 1.1 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 10176 | UNICEF | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 1 | 1.1 | Grenada National Organisation of Women (GNOW) | National | 4912 | UNICEF | Implementing partner (IP) | Yes | New | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 1 | 1.1 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 5566 | UNICEF | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|-------------|--------|-------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OUTCOME 3: | | | | | | | | | |
| Output 3.1: | | | | | | | | | |
| 3 | 3.1 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 44731 | UN WOMEN | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| Output 3.2: | | | | | | | | | |
| 3 | 3.2 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 65035 | UN WOMEN | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 3 | 3.2 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 33689 | UNICEF | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 3 | 3.2 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 38000 | UNICEF | Implementing partner (IP) | No | Existing | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|-------------|--------|-------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OUTCOME 4: | | | | | | | | | |
| Output 4.1: | | | | | | | | | |
| 4 | 4.1 | Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency | National | 6000 | PAHO/WHO | Implementing partner (IP) | No | New | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 4 | 4.1 | Sweetwater Foundation | International | 9736 | PAHO/WHO | Implementing partner (IP) | Yes | New | Adolescent girls, Rural women and Other marginalised groups relevant in national context |
| 4 | 4.1 | Grenada Ladypreneurs - Our Women Succeed (GLOWS) | National | 13358 | PAHO/WHO | Implementing partner (IP) | Yes | New | Rural women and Other marginalised groups relevant in national context |
| 4 | 4.1 | Grenada Planned Parenthood Association (GPPA) | National | 42185 | PAHO/WHO | Implementing partner (IP) | Yes | New | Adolescent girls, Elderly women, LGBTQI persons, Sex workers, Women and girls living with HIV/AIDS, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 4 | 4.1 | GrenCHAP | National | 32625 | PAHO/WHO | Implementing partner (IP) | Yes | New | LGBTQI persons and Sex workers, |
| OUTCOME 5: | | | | | | | | | |
| Output 5.2: | | | | | | | | | |
| 5 | 5.2 | Rotary Club of Grenada | International | 61000 | UNDP | Implementing partner (IP) | No | New | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|----------------------------------------------------|--------|---------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| OUTCOME 6: | | | | | | | | | |
| Output 6.3: | | | | | | | | | |
| 6 | 6.3 | Grenada National Organisation of Women (GNOW) | National | 6922 | UN WOMEN | Grantee | Yes | New | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 6 | 6.3 | Grenada Education and Development Programme (GRENEDE) | Local and grassroots organizations | 4963 | UN WOMEN | Grantee | Yes | Existing | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| 6 | 6.3 | GrenCHAP | National | 5000 | UN WOMEN | Grantee | Yes | Existing | LGBTQI persons, Sex workers and Women and girls living with HIV/AIDS |
| 6 | 6.3 | Beaton, Laura, La Femme and Bailles Bacolet (BLLB) Community Development Organisation | Local and grassroots organizations | 5000 | UN WOMEN | Grantee | Yes | New | Adolescent girls and Rural women |
| 6 | 6.3 | Sweetwater Foundation | International | 7007 | UN WOMEN | Grantee | Yes | New | Adolescent girls and Other marginalised groups relevant in national context |
| 6 | 6.3 | Grenada Education and Development Programme | Local and grassroots organizations | 6919 | UN WOMEN | Grantee | Yes | Existing | Adolescent girls, Elderly women, Women and girls with disabilities, Rural women and Other marginalised groups relevant in national context |
| PROGRAMME MANAGEMENT COSTS (including pre-funding) | | | | | | | | | |
| N/A | N/A | | | | | | | | |
| | | | TOTAL AWARDS TO CSOs | 420,644 | | | | | |

| | |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of CSOs | <ul style="list-style-type: none"> - <u>International CSOs</u> operate in two or more countries across different regions. - <u>Regional CSOs</u> operate in two or more countries within the same region (i.e. Africa, Latin America, Asia, Caribbean, Pacific). In this case, a regional CSO is not one that operates in a particular region within one country. - <u>National CSOs</u> operate only in one particular country. - <u>Local and grassroots organisations</u> focus their work at the local and community level and do not have a national scope. They tend to have a small annual operational budget (for example, under USD \$200,000); to be self-organised and self-led; and to have a low degree of formality. |
| Award Amount | In this context, an “Award” is any financial grant, contract, or partnership agreement with a CSO. |
| Type of Engagement | <ul style="list-style-type: none"> - <u>Implementing Partner (IP)</u>: Programmes may contract out particular activities for a CSO to implement. - <u>Grantee</u>: Programmes may issue a broad Call for Proposals to which CSOs submit proposals for grant funding. - <u>Vendor</u>: Programmes may engage with CSOs through a procurement process, such as purchasing services from a CSO or hiring a CSO for a training or other activities. |
| Woman-Led and/or Women’s Rights Organisation (WRO)/Feminist CSOs | To be considered a “woman-led CSO,” the organisation must be headed by a woman. To be considered a “women’s rights or feminist organisation,” the organisation’s official mission/visions statements must reflect its commitment to addressing multiple/intersecting forms of discrimination and advancing gender equality and women’s rights. The organisation should aim to address the underlying drivers/systems/structures, including patriarchy and gendered power dynamics, that perpetuate EAWG and gender based violence and work to transform these. |
| New or Existing Partner | <p>(The rationale behind this question is to understand the extent to which RUNOs are expanding their outreach to CSOs beyond usual partners, giving opportunities to new CSOs)</p> <p>To be considered a “new partner”, the RUNO has not engaged the CSO in any partnership modality, prior to the start of the Spotlight Programme.</p> <p>To be considered an existing partner, the RUNO has engaged the CSO in any partnership modality, prior to the start of the Spotlight Programme.</p> |
| Primary Vulnerable/Marginalised Population Supported by Award | Under the principle of Leave No One Behind, Spotlight UN Country Teams are expected to ensure the representation of vulnerable and marginalised groups, including by engaging with CSOs that service or advocate for these groups. If the award covers several vulnerable or marginalised populations, select one population that is primarily served by the award. |

Annex D

Promising or Good Practices Reporting Template

State of a practice: good practice or promising practice?

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

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

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

Guidance and Template on Innovative, Promising and Good Practices

As a Demonstration Fund, the Spotlight Initiative aims to demonstrate how a significant, concerted and comprehensive investment in ending violence against women and girls (EVAWG) and gender equality can make a lasting difference in the lives of women and girls and in the achievement of all SDGs. It is thus critical that innovative, promising and good practices, in the field of EVAWG and in the context of implementing a “new way of working”, have the potential for adaptability, sustainability, replicability and scale-up¹. This is both within the UN system and with various stakeholders to maximize the transformative potential of the Initiative. It is critical that these practices are documented and shared widely for uptake and continuous improvement to contribute to the evidence base and eliminate violence against women and girls.

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

Definition of an Innovative Practice

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

Definition of a Promising Practice

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

Definition of a Good Practice

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

1 Guidelines on good practices, UNHCR. 2019. Accessible here: <https://www.unhcr.org/5d15fb634>

2 Good Practice Template, FAO. 2016. Accessible here: <http://www.fao.org/3/a-as547e.pdf>

3 Please refer to the “Spotlight Initiative Guidance on Innovation” for more information.

| Title of the Innovative, Promising or Good Practice | Working as One UN to ensure complementarity across the programme – a promising practice |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address?</p> | <p>The Spotlight Initiative was investing in holistic, comprehensive, rights-based, multi-stakeholder programming to end violence against women and girls. An example of this was the National Standard Operating Procedures for GBV for Grenada that was developed under Pillar 4 (WHO/PAHO), and a GBV Victims'/Survivors' Rights Policy that was drafted under Pillar 1 (UNICEF). The Essential Services Package was the foundational framework for both documents which are meant to complement each other when implemented. The Programme has ensured that other deliverables across the Pillars also complement each other. Implementation of the SOPs and Policy would be strengthened by the National Coordination Mechanism and the data collection system, which were being led by UNDP, and the Priority Access Routes for Social Safety Nets being led by UN Women. UN Women also provided technical coherence support throughout the process. In addition, the spaces that were retrofitted were contributing to the application of the principles advanced in the SOPs. Moreover, progress on the draft laws (under Pillar 1) and progress on advancing behaviour change (pillar 3) were mutually reinforcing. The coordination was also demonstrated by the Government of Grenada which reinforced the collaborations among the State entities and civil society organisations that provide services to victims and survivors of gender-based violence across the health, policing and justice, and social sectors.</p> <p>Therefore, RUNOs partnered to deliver activities that contributed to results. They held a series of workshops to train first responders from the policing/justice, health and social sectors in April 2022, and supported the Government to officially launch the SOPs in December 2022.</p> |
| <p>Objective of the practice</p> | <p>To ensure that the Programme was delivering holistic and comprehensive results that reinforced a system for systematic and sustainable solutions to VAWG. The processes used also advanced the principle of working as one-UN and responded to the emerging challenge of stakeholder burnout.</p> |
| <p>Stakeholders involved</p> | <ul style="list-style-type: none"> • GBVU of the Ministry of Social Development, the main organisers of the event, committed planning and administration personnel to organizing one series of workshops instead of two. • Institutions from which the first responders were selected were asked to release the participants for the workshops once. • Participants were introduced to the two complementary documents, thereby helping them to recognize the synergies for their execution. • Government and CSO partners, local stakeholders, RUNOs, Technical Coherence Lead |
| <p>What makes this an innovative, promising, or good practice?</p> | <p>The Programme demonstrates a comprehensive approach to EVAWG through s pillars. However, all the pillars are based on the same foundations, human rights and gender quality, and are guided by the same or similar points of reference. The RUNOs agreed to combine financial and technical resources to ensure that the various deliverables/outputs contribute to a comprehensive whole, with some joint activities that led directly to results under different Pillars.</p> |
| <p>What challenges were encountered and how were they overcome?</p> | <p>PAHO/WHO and UNICEF had to determine how to share the costs, so they chose to meet the cost of different specific elements of the events, e.g. one RUNO paid the training consultant, while the other met the cost for meals for the participants.</p> <p>The intensity of the technical coherence work to help the different implementers recognize the shared foundations and vision. One strategy was to encourage dialogue between the technical officers, another was the sharing of the same resource pack to all partners and grantees and their consultants, and a third was to make direct references to other results that were already underway. In addition, all processes that involved consultations resulted in many of the same people being engaged, as it was a small community.</p> |
| <p>Outputs and Impact</p> | <ul style="list-style-type: none"> • The attendees who were selected by their institutions to participate in the training received content on the two key documents which would complement each other during implementation. • The institutions were not asked to send first responders to two separate events. • At the launch of the SOPs, a major achievement under Pillar 4, all the sectors made commitments which also contributed to the attainment of targets in Pillar 2, and signaled progress in other pillars. • Results achieved in one pillar were contributing to the attainment of results in other pillars, and to the advancement of the overall response. This was setting the stage for solutions that did not require unmanageable amount of resources in the long term. |
| <p>Sustainable</p> | <ul style="list-style-type: none"> • UN Agencies need to set up modalities that facilitate collaboration, especially on joint programmes like this. • Continue implementation in a manner to reinforce the inter-connectivity of the outputs. Completing the establishment of the national and sub-national coordinating mechanisms and including them in processes for the retrofitting of additional spaces, the piloting of the data system, etc. Practicing comprehensive responses during the programme would increase the chances of sustainability if this approach within Grenada. |
| <p>Additional details and contact information</p> | <p>UNICEF: Heather Stewart, Child Protection Specialist, UNICEF Office for the Eastern Caribbean Area PAHO: Solange Kobi Jackson, Family and Community Health Advisor, PAHO/WHO Office for Barbados and the Eastern Caribbean Countries PCIU: Elaine Henry-McQueen, Programme Coordinator (and Technical Coherence), Grenada Spotlight Initiative</p> |

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| Title of the Innovative, Promising or Good Practice | Synergies with the CariSECURE Project – An innovative practice |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | The programme developed synergies with the CariSECURE project and the Regional Spotlight Project. UNDP established synergies between its CariSECURE Project and the work being done on the data system under Spotlight Initiative Pillar 5. In the CariSECURE project, a Police Records Management Information System (PRMIS) was developed to improve the monitoring of crime data. The new VAWG/FV Data System - VAWG-WebMS – would be linked to PRMIS to avoid duplication of cases and ensure harmonization of data on VAWG/FV. |
| Objective of the practice | Linking the two data collection systems would prevent data entry personnel, who were also usually first responders, especially from the Police, from having to enter similar data into two different systems. If the data systems were separate from each other and there was limited time for data entry, the risk of not entering data into the VAWG/FV data system would increase. At the more strategic level, the CariSECURE Project aims to standardize and disaggregate citizen security data across the region. Therefore, including the VAWG/FV aspect is critical strengthen the nexus between citizen security and VAWG/FV. |
| Stakeholders involved | 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. |
| What makes this an innovative, promising, or good practice? | 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. The stakeholders 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. |
| What challenges were encountered and how were they overcome? | The CariSECURE Project was much further advanced and earlier attempts at integration of the requirements for monitoring GBV data were not compatible with the concept of the PRMIS that had already been designed. However, the consultations on the VAWG-WebMS revealed that the synergies would be necessary since some of the same data would be needed on both systems, and keeping the systems separate would mean have the data entered by the Police twice. |
| Outputs and Impact | The staff members of the entities were pleased that they would not be required to enter data twice. |
| Sustainable | Ensure thorough training of personnel responsible for data entry, data analysis and management, and system management so they are familiar with both systems and able to operate them seamlessly at all levels, and maintain the systems over time. |
| Additional details and contact information | Noha Saad Zaghloul, Focal Point for Spotlight, UNDP Barbados and the Eastern Caribbean noha.saad@undp.org |
| Title of the Innovative, Promising or Good Practice | Collaboration with the Regional Spotlight Initiative – a promising practice |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | The programme collaborates with the Regional Spotlight Initiative. 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; thirdly, research on the economic costs of VAWG in Grenada was supported by the Regional Spotlight Initiative and the results are expected to contribute to sustainability in Grenada; and fourthly, the Grenada PCIU would be supported by the M&E and Communications Specialists attached to the Regional Spotlight Programme Management Unit during 2023. |
| Objective of the practice | To strengthen the results of both programmes, especially where there are complementary results. The collaboration would also support the capacity of the Grenada PCIU, given its limited funding for communications and M&E personnel. |
| Stakeholders involved | Technical personnel, Programme personnel, Governments and CSOs involved in both Programmes. |
| What makes this an innovative, promising, or good practice? | Both Programmes are part of the Spotlight Initiative Caribbean Investment Plan, and therefore, there were similar circumstances and outputs that would benefit from having shared strategies and activities. Those activities were also to be implemented by the same RUNO, so implementing different processes for both Programmes would have been time consuming and may have led to overlaps. In addition, the capacity gap in Grenada would benefit from the wider pool available at the regional level. |
| What challenges were encountered and how were they overcome? | Ensuring that the expected results of one programme did not get subsumed by the other Programme. As this was a new arrangement, provisions would be made to ensure that results would be appropriately captured without duplication. |
| Outputs and Impact | 1. Capitalizing on the benefits of one project to advance and share the results of the other. 2. Pooling of resources to generate the desired results to reach similar goals. |
| Sustainable | This arrangement would be directly applicable for the lifetime of the Grenada and Regional Programmes. However, efforts would be made to identify ways in which this practice could be applied to future projects. |

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| Additional details and contact information | Jenille Maraj, Planning and Coordination Specialist, UN Women Multi Country Office – Caribbean jenille.maraj@unwomen.org |
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Section B: Knowledge Production (since the beginning of the Grenada Spotlight Initiative programme)

A Knowledge Product converts uncaptured knowledge, experience, lessons learned and cutting-edge expertise on a specific topic or derived from implementation into a learner-oriented product. This matrix identifies Knowledge Products developed by the Spotlight Initiative since the beginning of the Grenada Spotlight Initiative programme, and knowledge products that are in the pipeline.

| Title of Knowledge Product | Product type(s) ⁴ | Brief Description & Purpose | Date completed/ published or expected to be | Link to Knowledge Product (if available) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A Comparative Legal Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls | Assessment | The Analysis identified gaps in legislation that undermine national efforts to eradicate VAWG and are discordant with Grenada's obligations under international law to protect women and girls against gender-based violence and other forms of gender-based discrimination. It also made recommendations for law reform. | Completed in 2021, and published for local use in May 2022 on UNICEF website | https://www.unicef.org/easterncaribbean/reports/comparative-legal-gap-analysis-laws-grenada-relevant-combatting-and-ending-violence-again |
| Desk Review to Support Development of a GBV Victims' Rights Policy for Grenada | Research Paper | The Desk Review examined and presented the relevant rights of GBV victims enshrined in the key human rights and GBV victims' rights documents, followed by an analysis of rights relevant for each GBV Essential Services sector in Grenada. It captured the dynamics and interrelationships of victims' rights within and across sectors to provide a comprehensive analysis to inform the development of the victims' rights policy. | Completed in 2021, but not published | |
| Desk Review of Standard Operating Procedures Addressing Gender Based Violence in Grenada | Research Paper | An examination of SOPs, guidelines, protocols, manuals and/or tools that guide the implementation of the Essential Services Package in the health, social services, justice and police sectors and assess their compliance with international agreed standards for the provision of quality services | Completed in 2020, but not published | |
| Self-Care Tool-kit and Guide to Professional Psychosocial Services in the NGO, Private Sector and State agencies in Grenada, Carriacou & Petite Martinique | Guidance note | Provides guidance on self-care for service providers | | |
| Spotlight Entrepreneurship Development Programme Entrepreneurship Manual | Capacity Development Module | A manual to be used by trained experts to introduce survivors of GBV to entrepreneurship | Completed December 6, 2021, but not published | |

⁴ Types of Knowledge Products include the following: Assessments, Research Papers, Brochures, Capacity Development Modules, Guidance note, Tools, Infographics, Magazines/Newsletters, Policy Briefs, Position Papers/Thematic Strategy Briefs, and Briefs/Factsheets. For more information, please refer to the Spotlight Initiative Knowledge Products Guidelines available [here](#).

| Title of Knowledge Product | Product type(s) ⁴ | Brief Description & Purpose | Date completed/ published or expected to be | Link to Knowledge Product (if available) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------|
| Training Manual for Achieving Gender Equality by Ending Violence Against Women and Girls, Facilitating Gender Mainstreaming, and Fostering Safe Space Workplaces Training | | | In progress | |
| Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 1. Recommendations for Child Protection legal Reform | Position Papers/Thematic Strategy Briefs | Position Paper 1 addresses gaps related to: <ul style="list-style-type: none"> • Child marriage • The need for an age of autonomous consent of adolescents, to SRHR • The need to reintegrate pregnant adolescent mothers into formal education institutions • The need to abolish the practice of corporal punishment in all settings • Child Maintenance and Status of Children reform | In progress | |
| Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 2. Recommendations for Sexual Offences Reform | Position Papers/Thematic Strategy Briefs | Position Paper 2 addresses gaps related to: <ul style="list-style-type: none"> • Definition of legal concepts relevant to sexual offences • Sentencing for marital rape • Sexual harassment laws • Handling of close-in-age adolescents who engage in de facto 'consensual' sexual activities. | In progress | |
| Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 3. Recommendations for Domestic Violence Reform | Position Papers/Thematic Strategy Briefs | Position Paper 3 addresses gaps related to enhancing existing protections and access under Domestic Violence legislation | In progress | |
| Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 4. Recommendations for Family Law Reform | Position Papers/Thematic Strategy Briefs | Position Paper 4 addresses gaps related to the recognition of unions other than marriage | In progress | |
| Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls 5. Recommendations for Victim Rights Reform | Position Papers/Thematic Strategy Briefs | Position Paper 5 addresses gaps related to <ul style="list-style-type: none"> • Sex Offender Registry legislation • Victim' rights inclusive of protection • Timeliness for criminal trials • Protection for children witnesses | In progress | |

| Title of Knowledge Product | Product type(s) ⁴ | Brief Description & Purpose | Date completed/ published or expected to be | Link to Knowledge Product (if available) |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------|
| Social Mobilization Strategy for Responding to Gender Based and Family Violence | Guidance note | Strategy to Guide Social Mobilization around the Role of Justice Service Providers as Duty Bearers in the Prevention of Gender and Family Based Violence | Completed 2021 | |
| Final Report: National and Subnational Level Coordinating Mechanism | Guidance note | A report describing the coordinating mechanisms to be implemented at the national and subnational levels, to ensure that responses to VAWG in the tri-island state are more impactful. It includes an outline and description of what is involved relative to the working of these mechanisms are provided. | In progress | |
| Rapid Situational Analysis of GBV Services in Grenada | Assessment | Analysis of essential services in the health sector, social services sector, police sector and justice sector for women and girls subjected to violence in the state of Grenada, Carriacou and Petite Martinique to inform plans for retrofitting and other upgrades | Completed, but not published | |
| Position paper on re-integration of adolescent mothers into the Education System | Position Papers/Thematic Strategy Briefs | Position Paper to address gaps in education for adolescent mothers and discriminatory practices | Drafted but not approved | |
| Protecting Body & Mind Facilitator Guide | Tools | A manual for facilitators to use in conducting the protecting minds and bodies programme. Facilitators who use this guide will have competencies in facilitating behaviour change groups, and potentially they will be community and youth workers, educators and allied mental health professionals. | Completed and used, but not published | |
| Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative | Guidance Note | This Strategy Paper identifies two central principles that would guide the Programme's engagement of women's rights organisations and civil society organisations. Eight (8) strategies would be applied with the aim of reaching the women's movement and relevant CSOs where they are, working with them to identify and address their challenges, and developing their capacity to become a strong and autonomous network of CSOs confronting EVAWG and advancing GEWE. | Approved by the Technical Coherence and Operations Committee in February 2022 | |
| Family Violence and the Justice System Public Information Pamphlet | Brochure | A public information pamphlet providing information on legal rights to survivors and victims of FV and VAWG | Completed but not published | |
| Emotional Abuse | Brochure | A public information brochure for public education | Published | |
| Emotional Abuse bookmark | Brochure | A public information brochure for public education | Published | |
| Emotional Abuse Myths vs. Facts | Brochure | A public information bookmark for public education | Published | |
| Healthy Relationship | Brochure | A public information brochure for public education | Published | |
| Action Plan (2022-2028) for the Gender Equality Policy and Action Plan | Policy and Action Plan | The revised Action Plan for the Gender Equality Policy and Action Plan (2022-2024) presents convenient and reliable resources for interpreting principles of gender equality across all line ministries of government and levels of society. It is designed to ensure that the gender equality policy stays current and continuously aligned with the strategies, values and required practices of good governance on matters of gender equality across all sectors of society. | To be completed in 2023 | |
| GBV 101 Training Module | Capacity Development Module | Module for integration into the curriculum of four (4) well-established public service training institutions | Completed but not published | |

| Title of Knowledge Product | Product type(s) ⁴ | Brief Description & Purpose | Date completed/ published or expected to be | Link to Knowledge Product (if available) |
|-----------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Gender-based violence victims'/survivors' rights policy for Grenada | Policy | Policy to guarantee support to victims and survivors of GBV for their healing and recovery, delivered in accordance with international human rights standards and best practice. It includes a chapter that delineates the accountability structures, transparency mechanisms, and the proper use of public authority to guarantee appropriate execution of services by service providers for survivors of VAWG and GBV within the state of Grenada, Carriacou and Petite Martinique. | To be completed in 2023 | |
| Terms of Reference for VAWG Data System | Guidance Note | A web-based data collection system was developed to improve capacity for collection, reporting and analysis of administrative data on VAWG. The terms of reference and outlines the main guidelines, operations and schedules for the use and implementation of this system. | Completed but not published | |
| Women's movement and civil society assessment in Grenada | Assessment | An assessment to guide the development of a strategic plan to build the women's movement and civil society in Grenada thereby supporting the internal capacity and development of women's rights organisations (WROs) and Civil Society Organizations (CSOs). It highlights capacity gaps among CSOs and their potential in advancing gender equality. | Completed but not published | |
| Informational video on the warning signs for early detection of IPV | Tool | Video to help users identify "red flags" that may signal whether an intimate relationship is at risk of being or becoming abusive. | | https://grenchap.org/2022/02/gender-based-violence-red-flags/ |
| S-T-A-R campaign videos | Videos | A set of four videos that encourage people to Stop, Take a deep breath, And Relax – which is a tool to prevent violence, including family and gender-based violence. | Published 2022 | |
| Introduction to the Standard Operating Procedures for GBV for Grenada | Video | A video that summarizes key elements of the SOPs. It is intended to be used to sensitize service providers and the public of the SOPs. | Published December 2022 | |

ANNEX E - ANNUAL WORKPLAN AND BUDGET
SPOTLIGHT INITIATIVE TO END VIOLENCE AGAINST WOMEN AND GIRLS: GRENADA COUNTRY PROGRAMME

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|----|-------------------------|----|---------------------------------------|------------------------------------|------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | | | | | |
| O u t c o m | t p u | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | Delivery Modality | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| A. PROGRAMME OUTCOME COSTS | | | | | | | | | | | | | | | | | | | | | |
| OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans | | | | | | | | | | | | | | | | | | | | | |
| Output 1.1 National and regional partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG, including DV/IPV, and/or gender equality and non-discrimination that respond to the rights of the most groups facing multiple and intersecting forms of discrimination | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 1.1.1: Provide guidance on appropriate law reform, including procedural law, and the model of Family Court for affected populations and vulnerable witnesses, particularly victims of intimate partner violence, sexual abuse and child abuse. | | | | | | | | | | | | | | | | | | |
| 1 | 1.1 | 1.1.1 | Contractual Services | UNICEF | 32,593.00 | 10,000.00 | 42,593 | - | - | - | | | | | | | 32,593 | 10,000 | 42,593 | COMPLETED IN PHASE I - Legal and social development adviser(s) to research, prepare required reports and drafting instructions in participatory process and facilitate required | Payment to consultancy company |
| 1 | 1.1 | 1.1.1 | Transfers and Grant to Counterparts | UNICEF | 4,912.00 | 10,000.00 | 14,912 | - | - | - | | | | | | | 4,912 | 10,000 | 14,912 | COMPLETED IN PHASE I - Transfer to a CSO to sensitise women's rights, gender quality and human rights advocates and the general public on the results from the Legal Review, victims rights policy and proposed reforms to legislation and policy | Payment/transfer to CSO |
| 1 | 1.1 | 1.1.1 | Transfers and Grant to Counterparts | UNICEF | - | - | - | 8,000 | 4,000 | 12,000 | x | x | x | x | x | | 8,000 | 4,000 | 12,000 | PHASE II: Provide technical assistance to support advocacy to enact laws: Legal Advisor to Government | Transfer to Government |
| 1 | 1.1 | 1.1.1 | Transfers and Grant to Counterparts | UNICEF | - | - | - | 14,702 | 5,000 | 19,702 | x | x | x | x | x | | 14,702 | 5,000 | 19,702 | PHASE II: Provide legal advisory services and other support to GNOW to facilitate participation of the Women's Movement and civil society in advocacy to build awareness, enact and implement laws | Payment/transfer to CSO |
| | | | Sub-Total Activity 1.1.1: | | 37,505 | 20,000 | 57,505 | 22,702 | 9,000 | 31,702 | | | | | | | 60,207 | 29,000 | 89,207 | | |
| | | | Activity 1.1.2: Assess status of Grenada VAWG law and policy reform vis a vis international and regional best practices, including the existing OECS Model Bills on the Status of Children and Child Maintenance to the national context, in view of the linkages of these laws to the feminization of poverty and family violence | | | | | | | | | | | | | | | | | | |
| 1 | 1.1 | 1.1.2 | Transfers and Grant to Counterparts | UNICEF | 9,000.00 | 0 | 9,000 | - | - | - | | | | | | | 9,000 | - | 9,000 | COMPLETED IN PHASE I - Transfer to Government partner to contract Legal Adviser to prepare assessment of laws. | Transfer to Government |
| | | | Sub-Total Activity 1.1.2: | | \$ 9,000 | - | 9,000 | - | - | - | | | | | | | 9,000 | - | 9,000 | | |
| | | | Activity 1.1.3: Draft a victim's rights policy to strengthen the comprehensive delivery of the Essential Services Package | | | | | | | | | | | | | | | | | | |
| 1 | 1.1 | 1.1.3 | Transfers and Grant to Counterparts | UNICEF | 7,500.00 | 5,000.00 | \$ 12,500.00 | - | - | - | | | | | | | 7,500 | 5,000 | 12,500 | COMPLETED IN PHASE I - Transfer to a CSO with research and technical expertise in policy development. | Payment/transfer to CSO |
| 1 | 1.1 | 1.1.3 | Contractual Services | UNICEF | | | | - | 3,000 | 3,000 | | | x | x | x | | - | 3,000 | 3,000 | PHASE II: Consultant to facilitate the finalisation, approval and dissemination of the Victims' Rights Policy | Payment to individual consultant |
| | | | Sub-Total Activity 1.1.3: | | \$ 7,500 | 5,000 | 12,500 | - | 3,000 | 3,000 | - | - | - | - | - | - | 7,500 | 8,000 | 15,500 | | |
| | | | Activity 1.1.5: Increase knowledge of parliamentarians and community influencers on family violence and sexual reproductive health rights, current legislation and issues to advocate for legislative and policy reforms | | | | | | | | | | | | | | | | | | |
| 1 | 1.1 | 1.1.5 | Transfers and Grant to Counterparts | UNICEF | 5,566.00 | 7,700.00 | \$ 13,266.00 | - | | - | | | | | | | 5,566 | 7,700 | 13,266 | COMPLETED IN PHASE I - Transfer to a CSO, in partnership with Government counterpart, to design and facilitate fora to sensitize parliamentarians and their influencers on VAWG policies and reforms required | Payment/transfer to CSO |
| | | | Sub-Total Activity 1.1.5: | | 5,566 | 7,700 | 13,266 | - | - | - | | | | | | | 5,566 | 7,700 | 13,266 | | |
| | | | Sub-Total Output 1.1: | | 59,571 | 32,700 | 92,271 | 22,702 | 12,000 | 34,702 | | | | | | | 82,273 | 44,700 | 126,973 | | |
| Output 1.2: National and/or sub-national partners are better able to develop and cost evidence-based national and/or sub-national action plans on ending VAWG, including DV/IPV, in line with international HR standards with M&E frameworks, and responding to the needs and priorities of groups facing multiple and intersecting forms of discrimination | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 1.2.1: Draft and cost a revised GEPAP action plan based on recent view of normative frameworks with government and non-governmental partners plan in the context of Beijing +25 Report, Montevideo Strategy Report and alignment to the National Sustainable Development Plan 2020-2035 (being developed), including disaster management and the inter-ministerial gender coordination mechanism. | | | | | | | | | | | | | | | | | | |
| 1 | 1.2 | 1.2.1 | Transfers and Grant to Counterparts | UNDP | 8,299.00 | - | \$ 8,299.00 | - | - | - | | | | x | x | x | 8,299 | - | 8,299 | ROLL OVER ACTIVITY ONLY: Transfer to a Government counterpart for the implementation of activities related to the revision and costing of the Action Plan in GEPAP. (First iteration of the Gender Action Plan did not produce an acceptable revised draft - further work will be done alongside activity 2.1.2 to prepare a draft that can be submitted for approval.) | Transfer to Government |
| 1 | 1.2 | 1.2.1 | Transfers and Grant to Counterparts | UNDP | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | | | | 5,000 | - | 5,000 | COMPLETED IN PHASE I: Transfer to CSO to support advocacy to complement and enhance implementation of the GEPAP. | Payment/transfer to CSO |
| | | | Sub-Total Activity 1.2.1: | | 13,299 | - | 13,299 | - | - | - | | | | | | | 13,299 | - | 13,299 | | |
| | | | Sub-Total Output 1.2: | | 13,299 | - | 13,299 | - | - | - | | | | | | | 13,299 | - | 13,299 | | |
| Sub-Total OUTCOME 1: | | | | | 72,870 | 32,700 | 105,570 | 22,702 | 12,000 | 34,702 | | | ## | ## | ## | ## | 95,572 | 44,700 | 140,272 | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------------|----------|-------------------------|----|----|---------------------------------------|------------------------------------|------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | | |
| O u t c o m | O u t p u | A c t i v | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| OUTCOME 2: National and sub-national systems and institutions plan, fund and deliver evidence-based programmes that prevent and respond to violence against women and girls and harmful practices, including in other sectors | | | | | | | | | | | | | | | | | | | | | | |
| Output 2.1: Key officials at national and/or sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including DV/IPV, especially for those groups of women and girls facing intersecting and multiple forms of discrimination, including in other sectors | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Activity 2.1.1: Support participatory consultations to determine root causes of implementation gaps and develop and implement relevant interventions in key institutions, ministries and CSOs, expanding to non-traditional sectors where possible, for fulfilment of their duties as assigned by policies and laws on GBV prevention and response | | | | | | | | | | | | | | | | | | |
| 2 | 2.1 | 2.1.1 | | Transfers and Grant to Counterparts | UNDP | 10,000 | - | 10,000 | - | - | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE I: Conduct a needs assessment and based on the results design a relevant training programme | Transfer to Government |
| 2 | 2.1 | 2.1.1 | | Transfers and Grant to Counterparts | UNDP | 2,000 | - | 2,000 | - | - | - | | | | | | | 2,000 | - | 2,000 | COMPLETED IN PHASE I: Participatory consultations with relevant ministries to inform the gap analysis and recommendations for interventions to address the same. Meetings, supplies, equipment for virtual training centre | Transfer to Government |
| 2 | 2.1 | 2.1.1 | | Transfers and Grant to Counterparts | UNDP | 5,000 | 10,000.00 | 15,000 | - | - | - | | | | x | x | x | 5,000 | 10,000 | 15,000 | THIS BUDGET WAS COMPLETED IN PHASE 1 - NEW ACTIVITIES WILL ADDRESS ADDITIONAL GAPS: Based on the results of the gap analysis conducted, relevant interventions will be identified and implemented. Interventions will be targeted and strategic to make the best use of resources and in the most strategic | Transfer to Government |
| | | | | Sub-Total Activity 2.1.1: | | 17,000 | 10,000 | 27,000 | - | - | - | | | | | | | 17,000 | 10,000 | 27,000 | | |
| | | | | Activity 2.1.2: Provide technical and capacity building support to the Division of Gender and Family Affairs (the National Machinery for Gender Equality and Women's Empowerment and the coordinating mechanism for EVAW): (1) to facilitate oversight, linkages, information, resources sharing, support and monitoring of first responder agencies, and the intermediate, long term and cross-cutting service providers (development of terms of reference, preparatory training etc.) in accordance with an approved flowchart of services; and (2) to conduct gender analyses of data and technical reports and plans to produce reports and recommend evidence-based policy options | | | | | | | | | | | | | | | | | | |
| 2 | 2.1 | 2.1.2 | | Transfers and Grant to Counterparts | UNDP | 14,000.00 | 9,000.00 | \$ 23,000.00 | - | - | - | x | | | | | | 14,000 | 9,000 | 23,000 | COMPLETED IN PHASE I: Coordination support: (Salary for 2 Coordinators at a monthly salary of \$1,500 USD per coordinator) to support the Ministry/DGFA to develop and implement relevant enabling structures, systems and other interventions to enable it to fulfil its duties as the National Machinery for GEWE and the Secretariat for the National Coordination of EVAWG; establish an M&E mechanisms to monitor progress; and assist in implementation of institutional strengthening and policy activities | Transfer to Government |
| 2 | 2.1 | 2.1.2 | | Contractual Services | UNDP | - | - | \$ - | 18,000 | - | 18,000 | | x | x | x | x | x | 18,000 | - | 18,000 | PHASE II: Coordination support the Ministry/DGFA to develop and implement relevant enabling structures, systems and other interventions to enable it to fulfil its duties as the National Machinery for GEWE and the Secretariat for the National Coordination of EVAWG; establish M&E mechanisms to monitor progress; and assist in implementation of institutional strengthening and policy activities. The long-term field coordinator will backstop with technical and administrative assistance to the MoSD including coordinating workshops, facilitate communication between UNDP and MoSD and development of field reports on activities. | Payment to individual consultant |
| | | | | Sub-Total Activity 2.1.2: | | 14,000 | 9,000 | 23,000 | 18,000 | - | 18,000 | | | | | | | 32,000 | 9,000 | 41,000 | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | |
|----------------------------|-----------------------|-----------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------------|----------|-------------------------|----|----|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | | | | | | |
| O u t c o m | O t t a l | A c t i v | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | | |
| | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| | | | | Activity 2.1.3: Conduct training and provide technical and material (e.g. equipment and IEC materials) support to technical staff of Government, CSOs and Private Sector to better integrate EVAWG activities and mainstream gender into existing programmes and plans, implementing the revised Action Plan of GEPAP, and implementing the National SRH policy. (Targeted institutions include SVU (and RGPF in general), Child Protection Authority, GBV Unit (and MoSDHCE in general), Shelters and Health Services and other EVAWG response institutions and CSOs) | | | | | | | | | | | | | | | | | | |
| 2 | 2.1 | 2.1.3 | | Transfers and Grant to Counterparts | UNDP | 10,000.00 | - | \$ 10,000.00 | - | - | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE I - Develop and train a combined Government and CSO training team - invite UWI to provide training | Transfer to Government |
| 2 | 2.1 | 2.1.3 | | Transfers and Grant to Counterparts | UNDP | 1,000.00 | - | \$ 1,000.00 | - | - | - | | | | | | | 1,000 | - | 1,000 | COMPLETED IN PHASE I - Provide laptop for trainees use in Petite Martinique and Carriacou. | Transfer to Government |
| 2 | 2.1 | 2.1.3 | | Transfers and Grant to Counterparts | UNDP | 5,000.00 | 5,000.00 | \$ 10,000.00 | - | | - | | | | | | | 5,000 | 5,000 | 10,000 | COMPLETED IN PHASE 1: Advocacy materials, equipment, training materials, training center costs etc. | Transfer to Government |
| 2 | 2.1 | 2.1.3 | | Contractual Services | UNDP | | | \$ - | 7,500 | - | 7,500 | | x | x | x | | | 7,500 | - | 7,500 | PHASE II: Consultant fees: A short-term technical Gender and GBV expert to support the MoSD with revision and operationalization of the action plan of GEPAP, and training and capacity building across the sectors including: (1) Educating and sensitising Ministries, stakeholders and the public on the revised GEPAP. (2) Training of Gender Focal Points on operationalisation of GEPAP (and other officers of the five sectors). | Payment to individual consultant |
| 2 | 2.1 | 2.1.3 | | Contractual Services | UNDP | | | \$ - | 4,000 | - | 4,000 | | x | x | x | | | 4,000 | - | 4,000 | PHASE II: Training workshops on gender mainstreaming and training for the Gender Focal points on the GEPAP. | Payment to individual consultant |
| 2 | 2.1 | 2.1.3 | | Contractual Services | UNDP | | | \$ - | 5,000 | - | 5,000 | | x | x | x | x | x | 5,000 | - | 5,000 | PHASE II: Transfer to CSOs/WROs for advocacy on GE and VAWG in the framework of the GEPAP. | Payment/transfer to CSO |
| | | | | Sub-Total Activity 2.1.3: | | 16,000 | 5,000 | 21,000 | 16,500 | - | 16,500 | | | | | | | 32,500 | 5,000 | 37,500 | | |
| | | | | Activity 2.1.4: Develop and pilot, with recognised academic institutions that train teachers and nurses locally, a module for integrating gender equality and ending VAWG, including family violence, in their curriculum, as per international standards, in a manner that is sustainable and effective in current and future training cycles for these education and health care professionals. | | | | | | | | | | | | | | | | | | |
| 2 | 2.1 | 2.1.4 | | Transfers and Grant to Counterparts | UNDP | 10,000.00 | - | \$ 10,000.00 | - | - | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE - Transfer to Government for training intitutions to adapt and prepare training modules, and for pre-testing with first responders to validate training materials | Transfer to Government |
| 2 | 2.1 | 2.1.4 | | Transfers and Grant to Counterparts | UNDP | 2,769.00 | 2,000.00 | \$ 4,769.00 | - | | - | | | | | | | 2,769 | 2,000 | 4,769 | COMPLETED IN PHASE I: Pilot training programmes in teacher training institution and nurses education programme | Payment/transfer to CSO |
| 2 | 2.1 | 2.1.4 | | Contractual Services | UNDP | | | \$ - | 8,750 | - | 8,750 | | x | x | x | x | x | 8,750 | - | 8,750 | PHASE II: UNDP Direct Implementation, Hiring a short-term gender and VAWG/FV expert that will be responsible for integrating existing gender curriculum into the curriculum of 4 institutions (TAMCC (Teachers), St George’s University (Nurses), Police Training School (Police), University of the West Indies (Teachers and Public Officers)). Extra support will be needed for these institutions for full integration such as training of trainers to deliver the curriculum. | Payment to individual consultant |
| 2 | 2.1 | 2.1.4 | | Travel | UNDP | | | \$ - | 2,000 | - | 2,000 | | | x | x | | | 2,000 | - | 2,000 | PHASE II: 1 Mission to Grenada to support decision making on integration of modules in the sectors processes. | Other |
| | | | | Sub-Total Activity 2.1.4: | | 12,769 | 2,000 | 14,769 | 10,750 | - | 10,750 | | | | | | | 23,519 | 2,000 | 25,519 | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|-------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------------|----------|----|-------------------------|----|---------------------------------------|------------------------------------|------------------------------------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
| O u t c o m | O u t p u t | A c t i v e | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| Activity 2.1.5: Provide training on and technical support for curriculum development and implementation on gender equality mainstreaming and non-discrimination for key government persons | | | | | | | | | | | | | | | | | | | | | |
| 2 | 2.1 | 2.1.5 | Transfers and Grant to Counterparts | UNDP | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | | | | 5,000 | - | 5,000 | COMPLETED IN PHASE I - Training Team to develop and conduct training programmes for multiple stakeholders on gender equality mainstreaming and non-discrimination | Transfer to Government |
| 2 | 2.1 | 2.1.5 | Contractual Services | UNDP | | - | \$ - | 5,250 | - | 5,250 | | x | x | x | x | | 5,250 | - | 5,250 | PHASE II: Recruit a short-term interdisciplinary expert to provide capacity building support to the RGPF on gender and VAWG/FV issues, in particular to provide Technical Assistance to the Royal Grenada Police Force to adapt the UN’s course on Prevention of Sexual Abuse and Exploitation, conduct training and make the course available for subsequent implementation. | Payment to individual consultant |
| Sub-Total Activity 2.1.5: | | | | | 5,000 | - | 5,000 | 5,250 | - | 5,250 | | | | | | | 10,250 | - | 10,250 | | |
| Sub-Total Output 2.1: | | | | | 64,769 | 26,000 | 90,769 | 50,500 | - | 50,500 | | | | | | | 115,269 | 26,000 | 141,269 | | |
| Output 2.2: Multi-stakeholder national and/or sub-national coordination mechanisms established at the highest level and/or strengthened that are adequately funded and include multi-sectoral representation and representation from the most marginalized groups | | | | | | | | | | | | | | | | | | | | | |
| Activity 2.2.1: Facilitate activities that can lead to the creation of the National Gender Equality Commission to expand and strengthen the Gender Equality Management System, in accordance with the GEPAP | | | | | | | | | | | | | | | | | | | | | |
| 2 | 2.2 | 2.2.1 | Transfers and Grant to Counterparts | UNDP | 2,000.00 | - | \$ 2,000.00 | - | - | - | | | | | | | 2,000 | - | 2,000 | COMPLETED IN PHASE 1: Consultations on the development of the National Gender Equality Commission. This will expand and strengthen the Gender Equality Management System, in | Transfer to Government |
| 2 | 2.2 | 2.2.2 | Transfers and Grant to Counterparts | UNDP | 5,000.00 | 2,700.00 | \$ 7,700.00 | - | - | - | | | | | | | 5,000 | 2,700 | 7,700 | COMPLETED IN PHASE I - Consultant to Test and implement the reporting mechanism over 2 week period. | Transfer to Government |
| 2 | 2.2 | 2.2.2 | Supplies, Commodities, Materials | UNDP | | | \$ - | 4,000 | - | 4,000 | x | x | x | x | x | x | 4,000 | - | 4,000 | PHASE II: 2 high level meetings to lobby for the establishment of the Coordination Mechanism. | Other |
| 2 | 2.2 | 2.2.2 | Contractual Services | UNDP | | | \$ - | - | 8,333 | 8,333 | | x | x | x | | | - | 8,333 | 8,333 | NEW: UNDP's contribution (for 2023). Provide support and advocacy for the formation, operationalisation and institutionalisation of 1 National Coordination Mechanism on EVAWG -Support identification of space, and provision of equipment and materials for establishment -Support development of guidelines and tools (expert) -Establishment of an M&E mechanism to monitor progress (expert) | Payment to individual consultant |
| Sub-Total Activity 2.2.2: | | | | | 17,000 | 5,400 | 22,400 | 4,000 | 8,333 | 12,333 | | | | | | | 21,000 | 13,733 | 34,733 | | |
| Activity 2.2.3: Provide technical support for strengthening sub-national coordination mechanisms, supporting involvement of non-state actors (churches, private sector, civil society) at all layers of coordination | | | | | | | | | | | | | | | | | | | | | |
| 2 | 2.2 | 2.2.3 | Contractual Services | UNDP | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | | | | 5,000 | - | 5,000 | COMPLETED IN PHASE I - Consultant to develop an action plan to create sustainable subnational coordination mechanisms in health districts across Grenada, Carriacou and Petite Martinique in consultation with government partners, civil society and other stakeholders; and conduct training for the selected partners in the mechanisms | Payment to individual consultant |
| 2 | 2.2 | 2.2.3 | Transfers and Grant to Counterparts | UNDP | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | | | | 5,000 | - | 5,000 | COMPLETED IN PHASE I: CSO to support Government, churches, private sector and civil society to implement plan for strengthening sub-national coordination mechanisms. Funding will support conducting capacity building workshops and monitoring the newly developed mechanisms | Payment/transfer to CSO |
| 2 | 2.2 | 2.2.3 | Contractual Services | UNDP | | | \$ - | - | 8,334 | 8,334 | | | x | x | x | x | - | 8,334 | 8,334 | PHASE II: UNDP's contribution (for 2023). Provide technical support for establishing 4 sub-national coordination mechanisms, including supporting involvement of non-state actors at all layers of coordination. | Payment to individual consultant |
| Sub-Total Activity 2.2.3: | | | | | 10,000 | - | 10,000 | - | 8,334 | 8,334 | | | | | | | 10,000 | 8,334 | 18,334 | | |
| Sub-Total Output 2.2: | | | | | 30,000 | 5,400 | 35,400 | 9,000 | 25,000 | 34,000 | | | | | | | 39,000 | 30,400 | 69,400 | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------------|----------|---------------------------------------|------------------------------------|------------------------------------|----|------------------------------------|------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
| O u t c o m | O u t p u | A c t i v | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | | | |
| | | | | | | | | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 |
| | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| Output 2.3: Partners (Parliamentarians, key government officials and women’s rights advocates) at national and/or sub-national levels have greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, including DV/IPV | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Activity 2.3.1: Pilot the formulation of gender responsive budgets in the Ministries of Social Development and Health, to ensure adequate financing and costing of family violence | | | | | | | | | | | | | | | | | | |
| 2 | 2.3 | 2.3.1 | | Contractual Services | UNWOMEN | 10,000.00 | - | \$ 10,000.00 | - | | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE I: Consultant to develop policy and implement training on gender responsive budgeting to multiple stakeholders | Payment to individual consultant |
| 2 | 2.3 | 2.3.1 | | Contractual Services | UNWOMEN | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | x | x | x | 5,000 | - | 5,000 | ROLL OVER ACTIVITY ONLY: Consultant to support the piloting of gender budgeting throughout two selected Ministries: to continue by extending Phase 1 activities into Phase II | Payment to individual consultant |
| | | | | Sub-Total Activity 2.3.1: | | 15,000 | - | 15,000 | - | - | - | | | | | | | 15,000 | - | 15,000 | | |
| | | | | Sub-Total Output 2.3: | | 15,000 | - | 15,000 | - | - | - | | | | | | | 15,000 | - | 15,000 | | |
| | | | | Sub-Total OUTCOME 2: | | 109,769 | 31,400 | 141,169 | 59,500 | 25,000 | 84,500 | | | | | | | 169,269 | 56,400 | 225,669 | | |

| | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | | PHASE II | | | | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|----|-------------------------|----|---------------------------------------|------------------------------------|------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--|
| | | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | | ADDITIONAL INFORMATION | | | |
| O u t c o m | O u t c o m | A i c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| OUTCOME 3: Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls and harmful practices | | | | | | | | | | | | | | | | | | | | | | |
| Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours, including on Comprehensive Sexuality Education in line with international standards, for in and out of school settings | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 3.1.1: Strengthen Effective/Safe schools model including girls’ empowerment and boys’ transformation programmes | | | | | | | | | | | | | | | | | | | |
| 3 | 3.1 | 3.1.1 | Transfers and Grant to Counterparts | UNICEF | 5,500.00 | 14,000.00 | \$ 19,500.00 | - | | - | | | | | | | 5,500 | 14,000 | 19,500 | COMPLETED IN PHASE I - Transfer to Government to provide sensitisation and IEC materials for students and teachers on VAC and safe schools, including cyber safety | Transfer to Government | |
| 3 | 3.1 | 3.1.1 | Transfers and Grant to Counterparts | UNICEF | 38,000.00 | 10,000.00 | \$ 48,000.00 | - | - | - | | | | | | | 38,000 | 10,000 | 48,000 | COMPLETED IN PHASE I: Transfer to CSOs for advocacy towards attitudinal change for children and adolescents and their parents and guardians around gender norms, attitudes and behaviours, | Payment/transfer to CSO | |
| | | | Sub-Total Activity 3.1.1: | | 43,500 | 24,000 | 67,500 | - | - | - | | | | | | | 43,500 | 24,000 | 67,500 | | | |
| | | | Activity 3.1.2: Implement condensed prevention programming (Foundations) which promotes gender equality and violence prevention behaviour change programmes for out-of-school youth within existing youth development programmes | | | | | | | | | | | | | | | | | | | |
| 3 | 3.1 | 3.1.2 | Transfers and Grant to Counterparts | UNWOMEN | 45,000.00 | - | \$ 45,000.00 | - | | - | | | | | | | 45,000 | - | 45,000 | COMPLETED IN PHASE I - Transfer to CSOs for expanded implementation and monitoring of Foundations programme roll-out in Grenada with a focus on out-of-school youth. In order to anchor the programme, Foundations is usually executed through a local partner, in this case an NGO/CSO who would be responsible for identifying facilitators, locations/institutions, beneficiaries, setting dates and ensuring implementation and oversight of the programme as well as reporting. | Payment/transfer to CSO | |
| 3 | 3.1 | 3.1.2 | Contractual Services | UNWOMEN | 7,000.00 | 14,000.00 | \$ 21,000.00 | - | - | - | | | | | | | 7,000 | 14,000 | 21,000 | COMPLETED IN PHASE I - Contract Master Trainer to support NGOs with Training of Trainers and overal monitoring and evaluation. UN Women already has trained a select group of Master Trainers on the Foundations curriculum which allows planning and implementation of the programme tobe initiated much more quickly but also to meet certain standards. The Trainer then trains facilitators and provides support/backup to facilitators who deliver the training directly to beneficiaries. round . | Payment to individual consultant | |
| | | | Sub-Total Activity 3.1.2: | | 52,000 | 14,000 | 66,000 | - | - | - | | | | | | | 52,000 | 14,000 | 66,000 | | | |
| | | | Activity 3.1.3: Capacity development for teachers across at least 6 primary and secondary schools in Grenada and Carriacou to pilot better implementation of the HFLE programme addressing the root causes of GBV and by using CSE principles. | | | | | | | | | | | | | | | | | | | |
| 3 | 3.1 | 3.1.3 | Transfers and Grant to Counterparts | UNICEF | 3,000.00 | - | \$ 3,000.00 | - | | - | | | | | | | 3,000 | - | 3,000 | COMPLETED IN PHASE I - Meetings/Workshops to develop training programme for teachers. | Transfer to Government | |
| 3 | 3.1 | 3.1.3 | Transfers and Grant to Counterparts | UNICEF | 20,500.00 | - | \$ 20,500.00 | - | - | - | | | | | | | 20,500 | - | 20,500 | COMPLETED IN PHASE I - Transfer to Government partner to training programme for teachers to support better implementation of HFLE programme. | Transfer to Government | |
| | | | Sub-Total Activity 3.1.3: | | 23,500 | - | 23,500 | - | - | - | | | | | | | 23,500 | - | 23,500 | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|----------------------|-------------------------|----------|----|------------------------------------|----|---------------------------------------|------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--|
| | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | | | ADDITIONAL INFORMATION | | | | |
| O u t c o m | O u t p u t | A c t i v e | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 3.1.4: Capacity development for tutors/lecturers in TAMCC to implement the Foundations prevention programme addressing the root causes of GBV and by using CSE principles. | | | | | | | | | | | | | | | | | | | |
| 3 | 3.1 | 3.1.4 | Transfers and Grant to Counterparts | UNWOMEN | 20,000.00 | - | \$ 20,000.00 | - | | - | | | | | | | 20,000 | - | 20,000 | COMPLETED IN PHASE I: The Foundations programme targets different audiences. This activity tarrgets the college audience and thus in-school youth and will focus on training TAMCC tutors as facilitators for the roll-out of the programme. | Transfer to Government | |
| 3 | 3.1 | 3.1.4 | Contractual Services | UNWOMEN | 5,250.00 | - | \$ 5,250.00 | - | - | - | | | | | | | 5,250 | - | 5,250 | COMPLETED IN PHASE I: Master trainer to support the training of trainers and to monitor implementaion of programme. | Payment to individual consultant | |
| | | | Sub-Total Activity 3.1.4: | | 25,250 | - | 25,250 | - | - | - | | | | | | | 25,250 | - | 25,250 | | | |
| | | | Activity 3.1.5: Implement the Foundations Programme with out-of-school youth in Grenada, Carriacou and Petite Martinique in collaboration with existing youth programmes, such as Ministry of Youth, Sports clubs, Girl Guides (Rangers and Young Leaders), culture groups, Grenada Football Association | | | | | | | | | | | | | | | | | | | |
| 3 | 3.1 | 3.1.5 | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 10,000 | 5,000 | 15,000 | x | x | x | x | x | x | 10,000 | 5,000 | 15,000 | PHASE II: Roll-out of the Foundations Programme in collaboration with the Ministries of Youth and Gender Affairs | Transfer to Government | |
| 3 | 3.1 | 3.1.5 | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 15,000 | - | 15,000 | | | x | x | x | x | 15,000 | - | 15,000 | PHASE II: Transfer to CSO to roll-out the foundations programme with youth, sport clubs, Girl Guides, Culture Groups | Payment/transfer to CSO | |
| | | | Sub-Total Activity 3.1.5: | | - | - | - | 25,000 | 5,000 | 30,000 | | | | | | | 25,000 | 5,000 | 30,000 | | | |
| | | | Sub-Total Output 3.1: | | 144,250 | 38,000 | 182,250 | 25,000 | 5,000 | 30,000 | | | | | | | 169,250 | 43,000 | 212,250 | | | |
| Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviours, including in relation to women and girls’ sexuality and reproduction, self-confidence and self-esteem and transforming harmful masculinities | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 3.2.1: Deliver the National Parenting Programme Programme to mothers, fathers and guardians in communities throughout Grenada, Carriacou and Petite Martinique that include family violence prevention programming such as healthy relationships, CSE principles and disciplining your child | | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.1 | Transfers and Grant to Counterparts | UNICEF | 28,000.00 | 17,000.00 | \$ 45,000.00 | - | | - | | | | | | | 28,000 | 17,000 | 45,000 | COMPLETED IN PHASE 1: Recruit a production company to partner with Government and CSO to develop audio and video material for use by teachers, guidance counsellors, CSOs, parents, guardians and other adults to support increased knowledge and student efficacy for personal safety and reduction of interpersonal violence, whether in virtual or face-to-face methodologies | Payment/transfer to CSO | |
| 3 | 3.2 | 3.2.1 | Transfers and Grant to Counterparts | UNICEF | 34,000.00 | 36,000.00 | \$ 70,000.00 | - | - | - | | | | | | | 34,000 | 36,000 | 70,000 | COMPLETED IN PHASE I: Transfer to Government Counterparts to support the intensification of the national parenting programme. | Transfer to Government | |
| | | | Sub-Total Activity 3.2.1: | | 62,000 | 53,000 | 115,000 | - | - | - | | | | | | | 62,000 | 53,000 | 115,000 | | | |
| | | | Activity 3.2.2: Provide a dedicated vehicle and IEC equipment and materials to intensify mobile campaigns targeting in-school children and youth, adolescent girls, young women and adult women in various settings, and increasing opportunities for public dialogue to promote healthy relationships, confront myths and beliefs that enable the perpetuation of VAWG and advance substantive gender equality at the individual, inter-personal and community levels throughout the country to scale up the Government’s Behaviour Change Communication (BCC) programmes on VAWG | | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.2 | Equipment, Vehicles, and Furnitures | UNWOMEN | 25,000.00 | 25,000.00 | \$ 50,000.00 | - | | - | | | | | | | 25,000 | 25,000 | 50,000 | COMPLETED IN PHASE I - UN Women to procure a vehicle to support the delivery of mobile IEC campaign around GBV prevention. This will ensure effective geographical coverage. A sustainability plan will be developed with government before purchase of vehicle including government commitment to cover petrol, insurance and maintenance. | Other | |
| | | | Sub-Total Activity 3.2.2: | | 25,000 | 25,000 | 50,000 | - | - | - | | | | | | | 25,000 | 25,000 | 50,000 | | | |
| | | | Activity 3.2.3: Implement media campaigns developed by the community that are evidence-based, theory driven, culturally relevant, strategic and sustainable, to promote positive social norms and practices on gender equality, healthy relationships, masculinities and non-violent parenting, and increase positive community responses to incidents of family and sexual violence | | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.3 | Transfers and Grant to Counterparts | UNWOMEN | 34,500.00 | - | \$ 34,500.00 | - | | - | | | x | x | x | x | 34,500 | - | 34,500 | ROLL OVER ACTIVITY AND FUNDS TO PHASE II. Grants to CSOs to develop and implement advocacy campaigns in communities. A Call for proposals will be re-advertised. | Payment/transfer to CSO | |
| 3 | 3.2 | 3.2.3 | Contractual Services | UNWOMEN | - | 5,250.00 | \$ 5,250.00 | - | - | - | | | x | x | x | x | - | 5,250 | 5,250 | ROLL OVER ACTIVITY AND FUNDS TO PHASE II. Consultants to support government in training of CSOs on key thematic principles as well as M&E. | Payment to individual consultant | |
| | | | Sub-Total Activity 3.2.3: | | 34,500 | 5,250 | 39,750 | - | - | - | | | | | | | 34,500 | 5,250 | 39,750 | | | |

| | | | Budget Lines | RUNO | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II BUDGET | | | PHASE II AWP | | PHASE II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | | |
|----------------------------|-------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------------------------------------------------|------------------------------|---------------------|--------------------------------|------------------------------|----------------------|---------------|----------|---------------------------------|------------------------------|------------------------------|------------------------------------|------------------------|--------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| | | | | | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3-2022 | Y4- 2023 | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | | | | | |
| O u t c o m | t p u | A i v | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | Delivery Modality |
| | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| | | | Activity 3.2.4: Implement culture-based approaches to deliver messaging targeting the judiciary and their treatment of victims or perpetrators in the administration of justice for FV related crimes and incidents. | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.4 | Transfers and Grant to Counterparts | UNWOMEN | 50,000.00 | 10,000.00 | \$ 60,000.00 | - | - | - | | | x | x | x | x | 50,000 | 10,000 | 60,000 | ROLL OVER TO PHASE II: 1 grant would go to a CSO to so a KAPB study with the judiciary to understand some of the observed challenges in the application of sentencing guidelines and how this also leads to the need for second prevention interventions and investment; 1 grant to a CSO to work with the judiciary in changing social norms and practices which influence the urgency of cases, the treatment of cases and the sentences passed down to perpetrators; 1 grant to a CSO to work on social mobilization around the role of the judiciary as duty-bearers who have an outsized impact on how the rest of society sees FV as a serious crime. (Partner agreement has been signed for this activity but activities will roll into Phase II.) | Payment/transfer to CSO |
| 3 | 3.2 | 3.2.4 | Transfers and Grant to Counterparts | UNWOMEN | 10,000.00 | 10,000.00 | \$ 20,000.00 | - | - | - | | | | | | | 10,000 | 10,000 | 20,000 | COMPLETED IN PHASE I: Grant to government to collaborate with CSOs to develop, implement, monitor and evaluate culture based approaches to promote acceptance, protection and fulfilment of the rights of victims and survivors of child sexual abuse. | Transfer to Government |
| | | | Sub-Total Activity 3.2.4: | | 60,000 | 20,000 | 80,000 | - | - | - | | | | | | | 60,000 | 20,000 | 80,000 | | |
| | | | Activity 3.2.5: Develop a community based programme that supports, enhances and sustains the outputs of the Batterer Intervention Programme | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.5 | Transfers and Grant to Counterparts | UNWOMEN | 15,000.00 | 10,000.00 | \$ 25,000.00 | - | - | - | X | X | | | | | 15,000 | 10,000 | 25,000 | COMPLETED IN PHASE I: Grant to CSO to develop community based programme that supports, enhances and sustains the outputs of the lead Batterer Inrervention programe. | Payment/transfer to CSO |
| 3 | 3.2 | 3.2.5 | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 15,000 | - | 15,000 | X | X | x | x | | | 15,000 | - | 15,000 | PHASE II: Draw from the man to man and foundations programmes to develop and implement a secondary prevention programme for men in the prisons to prevent recidivism for IPV and sexual violence. | Payment/transfer to CSO |
| | | | Sub-Total Activity 3.2.5: | | 15,000 | 10,000 | 25,000 | 15,000 | - | 15,000 | | | | | | | 30,000 | 10,000 | 40,000 | | |
| | | | Activity 3.2.6: Capacity development of key institutions (such as health, social services, and policing sectors) that interface with the public to incorporate CA and IPV prevention messages within their services (ante-natal and child clinics, Social Workers, School Attendance Officers, Officers of Safety Net Programmes, etc.) | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.6 | Transfers and Grant to Counterparts | UNICEF | 4,400.00 | - | \$ 4,400.00 | - | - | - | | | | x | x | | 4,400 | - | 4,400 | ROLL OVER ACTIVITY AND FUNDING TO PHASE II: Develop simple guidelines and a question and answer tool, and conduct sensitisation activities for front line and professional staff of those sectors | Transfer to Government |
| | | | Sub-Total Activity 3.2.6: | | 4,400 | - | 4,400 | - | - | - | | | | | | | 4,400 | - | 4,400 | | |
| | | | Activity 3.2.7: Sensitisation of parents, children, frontline workers in various government programmes, community leaders, private sector businesses and trade unions | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.7 | Transfers and Grant to Counterparts | UNICEF | | | \$ - | 5,000 | 5,000 | 10,000 | X | X | X | X | x | x | 5,000 | 5,000 | 10,000 | PHASE II: Engage a women's rights organisation (WRO) or other relevant CSO for capacity building and engagement of community leaders, private sector businesses and trade unions to educate and agitate around preventing and responding to | Payment/transfer to CSO |
| 3 | 3.2 | 3.2.7 | Transfers and Grant to Counterparts | UNICEF | | | \$ - | 25,000 | 5,000 | 30,000 | | | x | x | x | x | 25,000 | 5,000 | 30,000 | PHASE II: Transfer to Government to develop and run C4D messages for sensitisation of parents and caregivers in Grenada, Carriacou and Petite Martinique on positive parenting through gender-based lenses and conduct a national sensitisation campaign against IPV and sexual abuse in partnership with schools, religious organisations, sporting community, private sector among other entities | Transfer to Government |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | ADDITIONAL INFORMATION | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|-------------------------|----|----|---------------------------------------|------------------------------------|------------------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | | | | | | |
| O u t c o m | O u t p u t | A c t i v e | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | |
| | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| 3 | 3.2 | 3.2.7 | | Transfers and Grant to Counterparts | UNICEF | | | \$ - | 10,000 | 5,000 | 15,000 | | | x | x | x | x | 10,000 | 5,000 | 15,000 | PHASE II: Transfer to a CSO to engage school children in developing messages and implementing campaigns to address GBV and sexual abuse, including using the online tools developed for the HFLE Programme | Payment/transfer to CSO | |
| 3 | 3.2 | 3.2.7 | | Staff and Personnel | UNICEF | | | \$ - | 20,000 | 18,400 | 38,400 | | | x | x | x | x | 20,000 | 18,400 | 38,400 | PHASE II: Social and Behaviour Change Specialist (NOC) to lead development and implementation of social and behavioural change strategies | Other | |
| | | | | Sub-Total Activity 3.2.7: | | - | - | - | 60,000 | 33,400 | 93,400 | | | | | | | | 60,000 | 33,400 | 93,400 | | |
| | | | | Activity 3.2.8: Implement population-based and mobile community campaigns developed by the community that are evidence-based, theory-driven, culturally relevant, strategic and sustainable, to promote positive social norms and practices on gender equality, healthy relationships, women’s empowerment, non-violent masculinities and positive parenting, and increase positive community responses to incidents of family and sexual violence | | | | | | | | | | | | | | | | | | | |
| 3 | 3.2 | 3.2.8 | | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 10,000 | - | 10,000 | x | x | x | x | x | x | 10,000 | - | 10,000 | PHASE II: Multi-faceted population-based social and behaviour change and advocacy campaigns applying the behaviour change messaging developed to promote empowerment of women and girls, reduce toxic masculinity among men and boys, and educate the public on existing/new laws and policy on family and gender-based violence | Payment/transfer to CSO | |
| | | | | Sub-Total Activity 3.2.8 | | - | - | - | 10,000 | - | 10,000 | | | | | | | | 10,000 | - | 10,000 | | |
| | | | | Sub-Total Output 3.2: | | 200,900 | 113,250 | 314,150 | 85,000 | 33,400 | 118,400 | | | | | | | | 285,900 | 146,650 | 432,550 | | |
| Output 3.3: Decision makers in relevant non-state institutions and key informal decision makers are better able to advocate for implementation of legislation and policies on ending VAWG, including DV/IPV, and for gender-equitable norms, attitudes and behaviours and women and girls’ rights | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Activity 3.3.1: Engage community leaders and influencers (cultural artistes, media, businesses, faith-based leaders etc.) to support gender equality and zero tolerance for family violence against women and girls | | | | | | | | | | | | | | | | | | | |
| 3 | 3.3 | 3.3.1 | | Transfers and Grant to Counterparts | UNWOMEN | 7,500.00 | | \$ 7,500.00 | - | | - | | | | | | | 7,500 | - | 7,500 | COMPLETED IN PHASE I - Transfer to government to develop, implement and monitor programme. | Transfer to Government | |
| | | | | Sub-Total Activity 3.3.1: | | 7,500 | - | 7,500 | - | - | - | | | | | | | 7,500 | - | 7,500 | | | |
| | | | | Activity 3.3.2: Develop and implement strategy for the engagement of private sector businesses and trade unions to be champions in the workplace by developing, implementing and monitoring Family Violence policies with HR staff, and creating safe spaces for women. | | | | | | | | | | | | | | | | | | | |
| 3 | 3.3 | 3.3.2 | | Transfers and Grant to Counterparts | UNWOMEN | 11,500.00 | | \$ 11,500.00 | - | | - | | | x | x | x | | 11,500 | - | 11,500 | PARTNER AGREEMENT IS IN PLACE TO COMPLETE ACTIVITY: Transfer to government to develop and begin implementation of programme with private sector and trade unions. | Transfer to Government | |
| 3 | 3.3 | 3.3.2 | | Transfers and Grant to Counterparts | UNWOMEN | 7,500.00 | | \$ 7,500.00 | - | - | - | | | | | | | 7,500 | - | 7,500 | COMPLETED IN PHASE I: Transfer to government to cover consultation costs; training centre cost. | Transfer to Government | |
| 3 | 3.3 | 3.3.2 | | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 16,000 | - | 16,000 | | | | x | x | x | 16,000 | - | 16,000 | PHASE II: Transfer to Government to engage private sector through WEPS to develop GBV strategies, with an emphasis on sexual harassment policies. | Transfer to Government | |
| | | | | Sub-Total Activity 3.3.2: | | 19,000 | - | 19,000 | 16,000 | - | 16,000 | | | | | | | 35,000 | - | 35,000 | | | |
| | | | | Activity 3.3.3: Programme Coordination and Implementation Unit develops and implements activities for Programme communication and visibility | | | | | | | | | | | | | | | | | | | |
| 3 | 3.3 | 3.3.3 | | Contractual Services | UNWOMEN | | | \$ - | 13,218 | | 13,218 | x | x | x | x | x | x | 13,218 | - | 13,218 | SPOTLIGHT TEAM: Recruitment of a Junior Consultant on SSA for communications and advocacy from January to December 2023: 2% of Programme Costs to recruit a Communications Assistant to implement communication and visibility plan, and support knowledge management, with technical support from the Regional Spotlight Programme | Payment to individual consultant | |
| | | | | Sub-Total Activity 3.3.3: | | - | - | - | 13,218 | - | 13,218 | | | | | | | | 13,218 | - | 13,218 | | |
| | | | | Sub-Total Output 3.3: | | 26,500 | - | 26,500 | 29,218 | - | 29,218 | | | | | | | | 55,718 | - | 55,718 | | |
| | | | | Sub-Total OUTCOME 3: | | 371,650 | 151,250 | 522,900 | 139,218 | 38,400 | 177,618 | | | | | | | 510,868 | 189,650 | 700,518 | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|----------------------|-------------------------|----|----|------------------------------------|---------------------------------------|------------------------------------|------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | | | |
| O u t c o m | t p u | A c t i v | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, acceptable, and quality essential services including for long term recovery from violence | | | | | | | | | | | | | | | | | | | | | | |
| Output 4.1: Relevant government authorities and women’s rights organisations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRH services and access to justice, to women and girls’ survivors of VAWG, including DV/IPV, especially those facing multiple and intersecting forms of discrimination | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Activity 4.1.1: Assess the acceptability, accessibility, SOPs and quality of the Essential Service Package; and readiness of the health, social services, justice and police sectors to provide quality services. | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.1 | | Contractual Services | WHO/PAHO | 16,100.00 | - | 16,100 | - | - | - | | | | | | | 16,100 | - | 16,100 | COMPLETED IN PHASE I - A consulting firm will be engaged to review and update selected ESP provider’s SOP with focus on accessibility, acceptability and quality, identifying gaps and establishing clear linkages. | Payment to individual consultant |
| | | | | Sub-Total Activity 4.1.1: | | 16,100 | - | 16,100 | - | - | - | | | | | | | 16,100 | - | 16,100 | | |
| | | | | Activity 4.1.2: Develop a harmonized coordinated approach (with standard operating procedures protocols, guidelines, tools) to ensure the provision of comprehensive survivor-centered care for women, adolescent girls and children affected by family violence with a clear system for client intake (from various entry points), risk assessment, case management, data collection, referral; and strategies to reach marginalized populations. | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.2 | | Supplies, Commodities, Materials | WHO/PAHO | 7,414.00 | - | \$ 7,414.00 | - | | - | | | | | | | 7,414 | - | 7,414 | COMPLETED IN PHASE I - Consultation sessions with sectors (venue, meals and stationary), with US\$7414 being allocated for stakeholders for Year I and II. US\$1,686 is required for a final stakeholder consultation in Year III. | Other |
| 4 | 4.1 | 4.1.2 | | Contractual Services | WHO/PAHO | 31,500.00 | - | \$ 31,500.00 | - | - | - | | | | | | | 31,500 | - | 31,500 | COMPLETED IN PHASE I: Fees for consulting team services to review and/ or develop SOP for service provision. | Payment to individual consultant |
| 4 | 4.1 | 4.1.2 | | Travel | WHO/PAHO | 4,800.00 | - | \$ 4,800.00 | - | - | - | | | | | | | 4,800 | - | 4,800 | COMPLETED IN PHASE I: Staff travel to support (transportation, and per diem) | Other |
| 4 | 4.1 | 4.1.2 | | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 7,000 | - | 7,000 | x | x | x | x | x | x | 7,000 | - | 7,000 | PHASE II: Large scale launch of the SOPs to include all 4 sectors, civil society and the general public to include; production of launch materials, printing of SOPs, promotion of launch across all communication channels, venue, catering, IT support services, media packages and live streaming of event. | Transfer to Government |
| | | | | Sub-Total Activity 4.1.2: | | 43,714 | - | 43,714 | 7,000 | - | 7,000 | | | | | | | 50,714 | - | 50,714 | | |
| | | | | Activity 4.1.3: Scale-up services provided by government and CSO, by implementing revised SOPs, to ensure privacy, confidentiality, psycho-social support, mental counselling, social safety nets, long term recovery, maternal health and comprehensive SRH services for marginalized populations with clear structures and routes for accessing services including in emergency situations. | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.3 | | Supplies, Commodities, Materials | WHO/PAHO | 16,000.00 | - | \$ 16,000.00 | - | | - | | | | | | | 16,000 | - | 16,000 | COMPLETED IN PHASE I - This cost relates to the procurement of training materials and printing of the revised SOPs US\$16,000 allocated for Year I and II and with an additional sum of US\$5,000 required for Year III. | Other |
| 4 | 4.1 | 4.1.3 | | Transfers and Grant to Counterparts | WHO/PAHO | 10,500.00 | - | \$ 10,500.00 | - | - | - | | | | | | | 10,500 | - | 10,500 | COMPLETED IN PHASE I: The cost of a venue and catering costs for training activities. US\$ for Year I and II and Year III allocations is | Transfer to Government |
| 4 | 4.1 | 4.1.3 | | Travel | WHO/PAHO | 7,500.00 | - | \$ 7,500.00 | - | - | - | | | | | | | 7,500 | - | 7,500 | COMPLETED IN PHASE I: Staff travel (air fare, per diem and terminals) | Other |
| 4 | 4.1 | 4.1.3 | | Transfers and Grant to Counterparts | WHO/PAHO | 50,820.00 | - | \$ 50,820.00 | - | - | - | | | | | | | 50,820 | - | 50,820 | COMPLETED IN PHASE I - Grants to Government to scale up services based on the findings of the assesment. US\$50,820 will be distributed in Year I and II, with a remaining US\$20,000 allocated in Year III. | Transfer to Government |
| 4 | 4.1 | 4.1.3 | | Transfers and Grant to Counterparts | WHO/PAHO | 30,000.00 | - | \$ 30,000.00 | - | | - | | | | | | | 30,000 | - | 30,000 | COMPLETED IN PHASE I - Grants to CSOs to scale up services based on the findings of the assesment. | Payment/transfer to CSO |
| 4 | 4.1 | 4.1.3 | | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 14,000 | 5,000 | 19,000 | x | x | x | x | x | x | 14,000 | 5,000 | 19,000 | PHASE II: Grants to Government to scale up services in line with implementing revised SOPs in the context of the COVID19 Pandemic and developing capacities of relevant personnel from Institutions and organisations responsible for implementing/applying the SOPs, laws and policies on family violence including judicial officers, probation officers, defense lawyers, prosecutors, etc. on existing/new laws. | Transfer to Government |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|----------------------------|----------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|----|----|----|-------------------------|---------|---------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | |
| O u t c o m | O u t p u t | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| 4 | 4.1 | 4.1.3 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 7,000 | - | 7,000 | | x | x | x | x | x | 7,000 | - | 7,000 | PHASE II: Grants to CSOs to scale up services in line with implementing revised SOPs and developing capacities of relevant personnel from Institutions and organisations responsible for implementing/applying the SOPs, laws and policies on family violence icluding judicial officers, probation officers, defense lawyers, prosecutors, etc. on existing/new | Payment/transfer to CSO | |
| 4 | 4.1 | 4.1.3 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 3,000 | - | 3,000 | | x | x | x | x | x | 3,000 | - | 3,000 | PHASE II: Distribution of video of the SOP training and supporting materials such as a training certification | Transfer to Government | |
| 4 | 4.1 | 4.1.3 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 20,000 | - | 20,000 | x | x | x | x | x | x | 20,000 | - | 20,000 | PHASE II: Scale up psychosocial support services to survivors of GBV to include women in shelters | Payment/transfer to CSO | |
| 4 | 4.1 | 4.1.3 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 10,000 | - | 10,000 | x | x | x | x | x | x | 10,000 | - | 10,000 | PHASE II: Scale up psychosocial support services within the GBVU targetting women and familes in shelters, children and adolescents | Transfer to Government | |
| 4 | 4.1 | 4.1.3 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 4,000 | - | 4,000 | x | x | x | x | x | x | 4,000 | - | 4,000 | PHASE II: Scale up psychosocial support services to adolescents who have experienced GBV | Payment/transfer to CSO | |
| | | | Sub-Total Activity 4.1.3: | | 114,820 | - | 114,820 | 58,000 | 5,000 | 63,000 | | | | | | | 172,820 | 5,000 | 177,820 | | | |
| | | | Activity 4.1.4: Procure and stock-up facilities with essential commodities and equipment to provide quality services to survivors of family violence including SGBV, mainly: HIV tests and post-exposure prophylaxis (PEP), contraceptives including emergency contraception, STIs, laboratory supplies and equipment for screening and forensic evidence collection). This will also include retrofitting of spaces (Gender Based Violence Unit, Special Victims Unit, selected police stations, and Cedars Home for Abused Women and their Children), to ensure privacy and tools for psychosocial diagnosis and treatment. | | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.4 | Supplies, Commodities, Materials | WHO/PAHO | 64,000.00 | - | \$ 64,000.00 | - | - | - | | | | | | | 64,000 | - | 64,000 | COMPLETED IN PHASE I: Based on the PAHO/WHO and UNFPA experience in the procurement of supplies and commodities, and estimation was made on the budget require to Retrofitting of spaces - Gender Based Violence Unit; Retrofitting of Special Victims Unit; Retrofitting: 3 selected police stations (2 Grenada and 1 Carricou); Retrofitting: Cedars Home for Abused Women and their Children; Procurement: HIVV tests and post-exposure prophylaxis (PEP), contraceptives including emergency contraception, STIs, laboratory supplies and equipment for screening and forensic evidence collection; Procurement of tools for psychosocial diagnosis and treatment for children | Other | |
| 4 | 4.1 | 4.1.4 | Eqipment, Vehicles, and Furnitures | WHO/PAHO | 30,000.00 | - | \$ 30,000.00 | - | - | - | | | x | x | | | 30,000 | - | 30,000 | ROLL OVER ACTIVITY ONLY: Procure Medical equipment | Other | |
| 4 | 4.1 | 4.1.4 | General Operating and Other Direct Cost | WHO/PAHO | | | \$ - | 18,000 | - | 18,000 | x | x | x | x | x | | 18,000 | - | 18,000 | PHASE II: Procure essential commodities, equipment and supplies to support children (who have experienced GBV) at court interviews and tools for service providers to aid with client/counselling rooms in the GBVU, CPA and Counselling Unit | Other | |
| | | | Sub-Total Activity 4.1.4: | | 94,000 | - | 94,000 | 18,000 | - | 18,000 | | | | | | | 112,000 | - | 112,000 | | | |
| | | | Activity 4.1.5: Increase capacity at the General Hospital Laboratory to conduct forensic testing and complete hands on training for collection of evidence to maintain chain of custody in cases of GBV | | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.5 | Travel | WHO/PAHO | | | \$ - | 3,000 | | 3,000 | x | x | x | x | x | x | 3,000 | - | 3,000 | PHASE II: Staff Travel (air fare, per diem and terminals) | Other | |
| 4 | 4.1 | 4.1.5 | Contractual Services | WHO/PAHO | | | \$ - | 4,000 | 5,000 | 9,000 | x | x | x | x | x | x | 4,000 | 5,000 | 9,000 | PHASE II: Consultancy to support capacity building exercises/training for the General Hospital Laboratory | Payment to individual consultant | |
| 4 | 4.1 | 4.1.5 | General Operating and Other Direct Cost | WHO/PAHO | | | \$ - | 10,000 | - | 10,000 | x | x | x | x | x | x | 10,000 | - | 10,000 | PHASE II: Procurement of testing supplies, materials and equipment to increase the capacity of the General Hospital Laboratory to conduct forensic testing in cases of GBV | Other | |
| | | | Sub-Total Activity 4.1.5: | | - | - | - | 17,000 | 5,000 | 22,000 | | | | | | | 17,000 | 5,000 | 22,000 | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II BUDGET | | | PHASE II AWP | | | | PHASE II GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|-----------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------------|----------|----|-------------------------------------|----|---------------------------------------|------------------------------------|------------------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| O u t c o m | O u t p u | A i c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| Activity 4.1.6: Adolescent Health Policy to be reviewed to include SRH services to adolescents and management of GBV in Adolescents, and service providers trained to apply the revised policy | | | | | | | | | | | | | | | | | | | | | |
| 4 | 4.1 | 4.1.6 | Contractual Services | WHO/PAHO | | | \$ - | 6,000 | | 6,000 | x | x | x | x | x | x | 6,000 | - | 6,000 | PHASE II: Consultancy to review and update the Adolescent Health Policy and provide training on the revised policy. | Payment to individual consultant |
| 4 | 4.1 | 4.1.6 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 7,000 | - | 7,000 | x | x | x | x | x | x | 7,000 | - | 7,000 | PHASE II: Consultation sessions for the revision to the adolescent health policy (venue, meals and stationary), cost of venue and catering for training activities and printing of policy. | Transfer to Government |
| | | | Sub-Total Activity 4.1.6: | | - | - | - | 13,000 | - | 13,000 | | | | | | | 13,000 | - | 13,000 | | |
| Sub-Total Output 4.1: | | | | | 268,634 | - | 268,634 | 113,000 | 10,000 | 123,000 | | | | | | | 381,634 | 10,000 | 391,634 | | |
| Output 4.2: Women and girls’ survivors of VAWG, including DV/IPV, and their families are informed of and can access quality essential services, including longer term recovery services and opportunities | | | | | | | | | | | | | | | | | | | | | |
| Activity 4.2.1: Improve access to information on available family violence and SRH services, using innovative online technologies, multimedia and/or mobile applications including development of documentaries, and stories targeting families/caregivers and the general public on available services using sign and braille communications for persons with disabilities and other vulnerable and marginalized groups, printing of 'Final Roadmap to Wellness Handbook' focusing on psychosocial support. | | | | | | | | | | | | | | | | | | | | | |
| 4 | 4.2 | 4.2.1 | Transfers and Grant to Counterparts | WHO/PAHO | 21,000.00 | - | \$ 21,000.00 | - | | - | | | | | | | 21,000 | - | 21,000 | COMPLETED IN PHASE I - A CSO identified through a competitive process to design and roll out campaign | Payment/transfer to CSO |
| 4 | 4.2 | 4.2.1 | Transfers and Grant to Counterparts | WHO/PAHO | 10,426.00 | - | \$ 10,426.00 | - | - | - | | | | | | | 10,426 | - | 10,426 | COMPLETED IN PHASE I - Transfer to partner to target specific groups | Payment/transfer to CSO |
| 4 | 4.2 | 4.2.1 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 14,083 | - | 14,083 | x | x | x | x | x | x | 14,083 | - | 14,083 | PHASE II: Scale up communication to the public via the media, dissemination of printed materials and campaigns, including through sign language and Braille, to increase awareness of services offered for persons who are victims of gender-based violence | Payment/transfer to CSO |
| | | | Sub-Total Activity 4.2.1: | | 31,426 | - | 31,426 | 14,083 | - | 14,083 | | | | | | | 45,509 | - | 45,509 | | |
| Activity 4.2.2: Scale-up community based SRHR services using approaches such as peer-to-peer education and outreach, strengthening networks, revitalizing safe spaces that serve vulnerable groups and underserved communities (adolescents, disabled persons, working women, LGBTQI, sex workers and parents/caregivers) affected by SGBV and family violence in Grenada, Carriacou and Petite Martinique. | | | | | | | | | | | | | | | | | | | | | |
| 4 | 4.2 | 4.2.2 | Transfers and Grant to Counterparts | WHO/PAHO | 43,000.00 | | \$ 43,000.00 | - | | - | | | | | | | 43,000 | - | 43,000 | COMPLETED IN PHASE I: Transfer to CSO partners through a competitive selection process to implement the outreach programmes and activities. | Payment/transfer to CSO |
| 4 | 4.2 | 4.2.2 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 14,000 | - | 14,000 | x | x | x | x | x | x | 14,000 | - | 14,000 | PHASE II: Grants to Government to outfit a mobile health clinic to offer SRHR services, particularly in rural communities and those persons living with disabilities and scale up telemedicine | Transfer to Government |
| 4 | 4.2 | 4.2.2 | Transfers and Grant to Counterparts | WHO/PAHO | | | \$ - | 8,000 | - | 8,000 | x | x | x | x | x | x | 8,000 | - | 8,000 | PHASE II: Grants to CSOs to scale SRHR services for in rural communities and persons living with disabilities | Payment/transfer to CSO |
| | | | Sub-Total Activity 4.2.2: | | 43,000 | - | 43,000 | 22,000 | - | 22,000 | | | | | | | 65,000 | - | 65,000 | | |
| Activity 4.2.3: Facilitate discussion spaces for the establishment of arrangements, with responsible Government agencies, to Institute priority routes for victims and survivors to access social safety nets (e.g. housing, SEED, food basket, rent support, emergency funds), psychosocial services; and to define mechanisms to strengthen long term recovery services particularly for children and adults who are victims of IPV and CA to transition from emergency/temporary shelters/homes to living independently as empowered survivors | | | | | | | | | | | | | | | | | | | | | |
| 4 | 4.2 | 4.2.3 | General Operating and Other Direct Cost | UNWOMEN | 5,000.00 | | \$ 5,000.00 | - | 5,000 | 5,000 | x | x | x | x | x | x | 5,000 | 5,000 | 10,000 | PHASE II: Coordinate dialogues to faciliate the finalisation and approval of priority access routes developed in Phase I, and to integrate and embed within the referral pathways and social protection mechanisms. | Other |
| | | | Sub-Total Activity 4.2.3: | | 5,000 | - | 5,000 | - | 5,000 | 5,000 | | | | | | | 5,000 | 5,000 | 10,000 | | |
| Sub-Total Output 4.2: | | | | | 79,426 | - | 79,426 | 36,083 | 5,000 | 41,083 | | | | | | | 115,509 | 5,000 | 120,509 | | |
| Sub-Total OUTCOME 4: | | | | | 348,060 | - | 348,060 | 149,083 | 15,000 | 164,083 | ## | | | | | | 497,143 | 15,000 | 512,143 | | |

| | | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------------------------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------------|-------------------------|----|----|------------------------------------|---------------------------------------|------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | | |
| O u t c o m | O u t p u t | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Q4 Y4- 2023 | | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| OUTCOME 5: Quality, disaggregated and globally comparable data on different forms of violence against women and girls and harmful practices, collected, analysed and used in line with international standards to inform laws, policies and programmes | | | | | | | | | | | | | | | | | | | | | |
| Output 5.1: Key partners, including relevant statistical officers, service providers in the different branches of government and women’s rights advocates have strengthened capacities to regularly collect data related to VAWG, including DV/IPV, in line with international and regional standards to inform laws, policies and programmes | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 5.1.1: Guided by national, regional and international standards, conduct a comprehensive baseline assessment and capacity gap analysis of VAWG related family violence quantitative and qualitative data systems, including administrative data, with a focus on intimate partner violence and child sexual abuse. | | | | | | | | | | | | | | | | | | |
| 5 | 5.1 | 5.1.1 | Contractual Services | UNDP | 3,600.00 | | \$ 3,600.00 | - | | - | | | | | | | 3,600 | - | 3,600 | COMPLETED IN PHASE I: Baseline assessment to determine VAWG data gaps | Payment to individual consultant |
| | | | Sub-Total Activity 5.1.1: | | 3,600 | - | 3,600 | - | - | - | | | | | | | 3,600 | - | 3,600 | | |
| | | | Activity 5.1.2: Informed by the baseline assessment/gap analysis and capacity gap analysis support the inclusion of VAWG based intimate partner violence and child sexual abuse data/gender statistics within the family, in qualitative and quantitative data collection tools and processes of key ministries | | | | | | | | | | | | | | | | | | |
| 5 | 5.1 | 5.1.2 | Contractual Services | UNDP | 3,000.00 | | \$ 3,000.00 | 5,250 | | 5,250 | x | x | x | x | x | x | 8,250 | - | 8,250 | ROLL OVER ACTIVITY WITH ADDITIONAL FUNDING IN PHASE II: Consultancy fees for a short-term information and data expert to support Inclusion and monitoring the application of the Data System SOPs, software and equipment during the pilot of the data system | Payment to individual consultant |
| | | | Sub-Total Activity 5.1.2: | | 3,000 | - | 3,000 | 5,250 | - | 5,250 | | | | | | | 8,250 | - | 8,250 | | |
| | | | Activity 5.1.3: Develop and implement training programmes to strengthen the capacity of key ministries and WROs/CSOs to collect, analyse and disseminate administrative data on IPV, non-partner SV, femicide and family violence | | | | | | | | | | | | | | | | | | |
| 5 | 5.1 | 5.1.3 | Contractual Services | UNDP | 8,000.00 | 2,000.00 | \$ 10,000.00 | - | | - | | | | | | | 8,000 | 2,000 | 10,000 | COMPLETED IN PHASE I: Develop training materials and conduct training activities to strengthen the capacity of key ministries to collect, analyse and disseminate/make available qualitative and quantitative sex disaggregated data and gender statistics on VAWG related Family Violence with a focus on intimate partner violence and child sexual abuse | Payment to individual consultant |
| 5 | 5.1 | 5.1.3 | Supplies, Commodities, Materials | UNDP | 16,724.00 | - | \$ 16,724.00 | - | - | - | | | | | | | 16,724 | - | 16,724 | COMPLETED IN PHASE I - Based on needs analysis conducted and the monitoring system devised, procure equipment for key ministries/partners to collect, analyse and disseminate/make available qualitative and quantitative sex disaggregated data and gender statistics on VAWG related Family Violence with a focus on intimate partner violence and child sexual abuse | Other |
| 5 | 5.1 | 5.1.3 | Travel | UNDP | | | \$ - | 7,003 | - | 7,003 | | x | | x | | | 7,003 | - | 7,003 | PHASE II: One travel mission to Grenada to provide technical support, monitoring..etc to the partenrs. Could be by UNDP or the consultant hired to support the activity. | Other |
| 5 | 5.1 | 5.1.3 | Contractual Services | UNDP | | | \$ - | 5,250 | - | 5,250 | x | x | x | x | x | x | 5,250 | - | 5,250 | PHASE II: Consultancy fees for a short-term information and data expert to provide training for stakeholders on VAWG and data collection, analysis and dissemination and supporting/monitoring the processes during the pilot of the | Payment to individual consultant |
| | | | Sub-Total Activity 5.1.3: | | 24,724 | 2,000 | 26,724 | 12,253 | - | 12,253 | | | | | | | 36,977 | 2,000 | 38,977 | | |
| | | | Activity 5.1.4: Develop and implement training programmes to build capacity of and collaborate with Civil Society Organisations (CSOs) to use technological innovation to improve collection of community-based data on VAWG related Family Violence, especially to those women and girls facing intersecting forms of discrimination, to inform accountability mechanisms for service delivery and policy implementation | | | | | | | | | | | | | | | | | | |
| 5 | 5.1 | 5.1.4 | Contractual Services | UNDP | 25,000.00 | - | \$ 25,000.00 | - | | - | | | | | | | 25,000 | - | 25,000 | COMPLETED IN PHASE I - Development and implementation of training programmes to build capacity of CSOs to use technological innovation to improve collection of community-based data on VAWG related Family Violence, especially to those women and girls facing intersecting forms of discrimination, to inform accountability mechanisms for service delivery and policy implementation | Payment to individual consultant |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | ADDITIONAL INFORMATION | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|-------------------------|----|----|---------------------------------------|---------------------------|------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | | | | | |
| O u t c o m | O u t p u t | A c t i v e | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| 5 | 5.1 | 5.1.4 | Contractual Services | UNDP | 20,000.00 | - | \$ 20,000.00 | - | - | - | | | | | | | 20,000 | - | 20,000 | COMPLETED IN PHASE I: Implementation of community based data collection interventions to begin in phase 1 | Payment to individual consultant |
| 5 | 5.1 | 5.1.4 | Supplies, Commodities, Materials | UNDP | 5,000.00 | - | \$ 5,000.00 | - | - | - | | | | | | | 5,000 | - | 5,000 | COMPLETED IN PHASE I: Provide logistics, training materials | Other |
| | | | Sub-Total Activity 5.1.4: | | 50,000 | - | 50,000 | - | - | - | | | | | | | 50,000 | - | 50,000 | | |
| | | | Sub-Total Output 5.1: | | 81,324 | 2,000 | 83,324 | 17,503 | - | 17,503 | | | | | | | 98,827 | 2,000 | 100,827 | | |
| Output 5.2: Quality prevalence and/or incidence data on VAWG, including DV/IPV, is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 5.2.1: Develop and implement community-based advocacy plans using prevalence and other data for public education on VAWG related family violence, with a focus on intimate partner violence and child sexual abuse | | | | | | | | | | | | | | | | | | |
| 5 | 5.2 | 5.2.1 | Contractual Services | UNDP | 10,000.00 | - | \$ 10,000.00 | - | | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE I: Capacity building with CSOs and development of advocacy plans | Payment to individual consultant |
| 5 | 5.2 | 5.2.1 | Contractual Services | UNDP | | - | \$ - | 25,000 | | 25,000 | | x | x | x | x | | 25,000 | - | 25,000 | PHASE II: A call for proposal will be advertised to provide CSOs in Grenada, Carriacou and Petite Martinique with small grants to build their capacity. Suggestion is to keep the grants between 5,000-10,000 USD. Please note that UNDP Contract Modality considers CSOs under "Contractual Service Companies" | Payment/transfer to CSO |
| 5 | 5.2 | 5.2.1 | Transfers and Grant to Counterparts | UNDP | 40,000.00 | - | \$ 40,000.00 | - | - | - | | x | | | | | 40,000 | - | 40,000 | COMPLETED IN PHASE I: Implementation of community -based advocacy plans using prevalence and other data for public education on VAWG related family violence, with a focus on intiimate partner violence and child sexual abuse. | Payment/transfer to CSO |
| | | | Sub-Total Activity 5.2.1: | | 50,000 | - | 50,000 | 25,000 | - | 25,000 | | | | | | | 75,000 | - | 75,000 | | |
| | | | Activity 5.2.2: Support the building and operationalisation of a monitorting system on VAWG related family violence offering public data for impact evaluation/change over time, focusing on intimate partner violence and child sexual abuse | | | | | | | | | | | | | | | | | | |
| 5 | 5.2 | 5.2.2 | Contractual Services | UNDP | 1,040.00 | - | \$ 1,040.00 | - | | - | | | | | | | 1,040 | - | 1,040 | COMPLETED IN PHASE I: Building of monitoring system on VAWG related family violence offering public data for impact evaluation/change over time, focusing on intimate partner violence and child sexual abuse. This will include an integrated police and community monitoring mechanism for enabling the development of joint community-police programmes on VAWG based family violence prevention with a focus on intimate partner violence and child sexual abuse | Payment to individual consultant |
| 5 | 5.2 | 5.2.2 | Contractual Services | UNDP | 20,000.00 | - | \$ 20,000.00 | - | - | - | | | | | | | 20,000 | - | 20,000 | COMPLETED IN PHASE I: Capacity building with CSOs and police to operationalise monitoring system | Payment to individual consultant |
| 5 | 5.2 | 5.2.2 | Equipment, Vehicles, and Furnitures | UNDP | 5,000.00 | | \$ 5,000.00 | 11,100 | - | 11,100 | | x | x | x | x | x | 16,100 | - | 16,100 | ROLL OVER WITH ADDITIONAL FUNDS IN PHASE II: Providing equipment to at least 4 stakeholders to support the operationalization of the Data System on VAWG/FV. This could be CSOs, government institutions...etc. depending on the needs that would be identified in the assessment. Providing equipment to at least 4 stakeholders to support the operationalization of the Data System on VAWG/FV. This could be CSOs, government institutions...etc. depending on the needs that would be identified in the assessment. | Other |
| | | | Sub-Total Activity 5.2.2: | | 26,040 | - | 26,040 | 11,100 | - | 11,100 | | | | | | | 37,140 | - | 37,140 | | |
| | | | Activity 5.2.3: Provide materials and supplies to respond to the COVID-19 pandemic | | | | | | | | | | | | | | | | | | |
| 5 | 5.2 | 5.2.3 | Supplies, Commodities, Materials | UNDP | 18,960.00 | 7,000.00 | \$ 25,960.00 | - | | - | | | | | | | 18,960 | 7,000 | 25,960 | COMPLETED IN PHASE I WITH \$19,304 TO BE RE-ALLOCATED IN PHASE II: PPEs for GBV practitioners to respond to COVID-19. The remaining funds will be reallocated for technical support consultants who provide technical support and training for Pillar 5 activities. | Other |
| | | | Sub-Total Activity 5.2.3: | | 18,960 | 7,000 | 25,960 | - | - | - | | | | | | | 18,960 | 7,000 | 25,960 | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|----------------------------|-----------------------|-----------------------|-------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|----------------------|----------|---------------------------------------|------------------------------------|------------------------------------|----|---------|------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----|
| O u t c o m | O u t p u | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
| | | | | | | | | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Q4 Y3- 2022 | Y4- 2023 | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | | | | | | |
| | | | | | | | | | | | | | | | | Q3 | Q4 | | | Q1 | Q2 | Q3 |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 5.2.4: Monitoring and Evaluation of the entire programme | | | | | | | | | | | | | | | | | | | |
| 5 | 5.2 | 5.2.4 | Contractual Services | UNWOMEN | | | \$ - | 13,218 | | 13,218 | | | x | x | x | x | 13,218 | - | 13,218 | SPOTLIGHT TEAM: 2% of total Programme Costs for PCIU monitoring and evaluation of the entire Programme: recruit a Monitoring and Evaluation Assistant (junior consultant on SSA from January to December 2023) to implement monitoring and evaluation plan and support knowledge management, with technical support from the Regional Spotlight Programme | Payment to individual consultant | |
| 5 | 5.2 | 5.2.4 | Contractual Services | UNWOMEN | | | | 6,609 | | 6,609 | | | | | x | x | 6,609 | - | 6,609 | 1% reserve for Final Evaluation by UN Women HQ | Other | |
| | | | Sub-Total Activity 5.2.4: | | - | - | - | 19,827 | - | 19,827 | | | | | | | 19,827 | - | 19,827 | | | |
| | | | Sub-Total Output 5.2: | | 95,000 | 7,000 | 102,000 | 55,927 | - | 55,927 | | | | | | | 150,927 | 7,000 | 157,927 | | | |
| | | | Sub-Total OUTCOME 5: | | 176,324 | 9,000 | 185,324 | 73,430 | - | 73,430 | | | | | | | 249,754 | 9,000 | 258,754 | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|-------------------|-------------------------|----|----|----|---------------------------------------|------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | | | | | | | | |
| O u t c o m | O u t p u | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Q4 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | | |
| OUTCOME 6: Women's rights groups, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 6.1.2: Provide Technical Assistance to work across the Women's Movement and Civil Society Networks engaged in women's rights, gender equality and EVAWG to implement the strategic plan resulting from the rapid needs assessment conducted and generate an easily accessible knowledge hub to share experiences and information that highlight the results and roles of the women's movement in Grenada, Carriacou and Petite Martinique | | | | | | | | | | | | | | | | | | | | |
| 6 | 6.1 | 6.1.2 | Transfers and Grant to Counterparts | UNWOMEN | 17,350 | - | \$ 17,350.00 | - | | - | x | x | x | x | x | x | 17,350 | - | 17,350 | ROLL OVER ACTIVITY AND TOTAL FUNDS TO PHASE II: Contract NGO network to facilitate the development of the Knowledge Hub, in consultation with CSOs and key stakeholders, which is easily accessible and can be decentralized for community access, and develop and implement community sessions on the Knowledge products; implement activities to organize and rebuild the networks; strengthen the systems within the networks, including capacity development activities and mobilising wide participation to expand the movement | Payment/transfer to CSO | | |
| 6 | 6.1 | 6.1.2 | | UNWOMEN | 7,650 | - | \$ 7,650.00 | - | - | - | - | x | x | | | | | 7,650 | - | 7,650 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Consultant to provide technical assistance to the contracted CSO network to coordinate implementation of the strategic plan resulting from the needs assessment; facilitate organizing and coordinating of knowledge products, research, and other forms of media related to GEWE and VAWG including DV/IPV; facilitate organizing and rebuilding the networks; and coordinate actions to strengthen the systems within the networks | Payment to individual consultant | |
| | | | Sub-Total Activity 6.1.2: | | 25,000 | - | 25,000 | - | - | - | | | | | | | 25,000 | - | 25,000 | | | | |
| | | | Activity 6.1.3: Provide Leadership and M&E capacity strengthening programme for CSOs in Grenada especially those working with underserved communities (LBTQI persons, women and girls with disabilities, women living in rural communities etc.), to engage with parliamentarians and policy makers to influence law and policy developments and with media to promote gender-responsive messages on prevention, protection and response to IPV and CSA. | | | | | | | | | | | | | | | | | | | | |
| 6 | 6.1 | 6.1.3 | Contractual Services | UNWOMEN | 4,750 | 5,000.00 | \$ 9,750.00 | - | | - | x | x | x | x | x | x | 4,750 | 5,000 | 9,750 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Contract a consultant to conduct training on M&E, advocacy, lobbying, networking, policy processes, leadership and management, and related topics based on findings from the rapid assessment using participatory approaches and peer-based learning and reaching diverse members and potential members of the women's movement and CSOs: to continue by extending Phase 1 activities and funding into Phase II | Payment to individual consultant | | |
| 6 | 6.1 | 6.1.3 | Transfers and Grant to Counterparts | UNWOMEN | 11,250 | - | \$ 11,250.00 | - | - | - | x | x | x | x | x | x | 11,250 | - | 11,250 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Conduct training and other sustainable capacity development activities: to continue by extending Phase 1 activities and funding into Phase II | Payment/transfer to CSO | | |
| 6 | 6.1 | 6.1.3 | Transfers and Grant to Counterparts | UNWOMEN | | - | \$ - | 15,000 | - | 15,000 | x | x | x | x | x | x | 15,000 | - | 15,000 | PHASE II: Transfer to CSO to provide training for women's rights organisations (WROs) and CSOs on effective advocacy with parliaments | Payment/transfer to CSO | | |
| | | | Sub-Total Activity 6.1.3: | | 16,000 | 5,000 | 21,000 | 15,000 | - | 15,000 | | | | | | | 31,000 | 5,000 | 36,000 | | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|-------------------------|----|----|----|---------------------------------------|------------------------------------|------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | GRAND Total Phase I +II | | | | | | | | | | |
| O u t c o m | O u t p u | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| | | | Activity 6.1.4: Conduct a needs assessment of the women's movement and civil society organisations in Grenada, Carriacou and Petite Martinique and develop and implement a strategic plan to build their capacity to act locally and nationally, network with gender equality and social justice organizations nationally and connect with similar organisations in other Caribbean spotlight countries for joint strategies, sharing lessons and good practices. | | | | | | | | | | | | | | | | | | | |
| 6 | 6.1 | 6.1.4 | Contractual Services | UNDP | 10,000.00 | - | \$ 10,000.00 | - | | - | | | | | | | 10,000 | - | 10,000 | COMPLETED IN PHASE I - Conduct a assessment of the situation of the women's movement and CSOs in Grenada, and provide technical assistance in drafting strategic plans for capacity development | Payment to individual consultant | |
| 6 | 6.1 | 6.1.4 | Transfers and Grant to Counterparts | UNDP | 16,400.00 | - | \$ 16,400.00 | - | | - | | | | | | | 16,400 | - | 16,400 | COMPLETED IN PHASE I: Transfer to the women's movement and CSOs to implement the strategic plans | Payment/transfer to CSO | |
| | | | Sub-Total Activity 6.1.4: | | 26,400 | - | 26,400 | - | - | - | | | | | | | 26,400 | - | 26,400 | | | |
| | | | Activity 6.1.5: Support the functioning of the Civil Society National Reference Group | | | | | | | | | | | | | | | | | | | |
| 6 | 6.1 | 6.1.5 | Transfers and Grant to Counterparts | UNWOMEN | 3,000 | 0 | \$ 3,000.00 | - | | - | x | x | x | x | x | x | 3,000 | - | 3,000 | ROLL OVER ACTIVITY AND TOTAL FUNDS TO PHASE II: Implement a CS-NRG communication plan to create, manage and disseminate social media content via existing networks and social media platforms. Funds unutilised from Phase 1 to be used in Phase 2 | Payment/transfer to CSO | |
| 6 | 6.1 | 6.1.5 | General Operating and Other Direct Cost | UNWOMEN | 1,400 | 0 | \$ 1,400.00 | - | - | - | x | x | x | x | x | x | 1,400 | - | 1,400 | ROLL OVER TOTAL FUNDS TO PHASE II: Stipends, supplies, and materials for operations of the NRG Stipends, supplies, and materials for operations of the NRG | Other | |
| 6 | 6.1 | 6.1.5 | General Operating and Other Direct Cost | UNWOMEN | | 0 | \$ - | 5,000 | - | 5,000 | x | x | x | x | x | x | 5,000 | - | 5,000 | PHASE II: CS NRG. Implement an approved CS-NRG Plan (in addition to unutilised funds from Phase 1) | Other | |
| 6 | 6.1 | 6.1.5 | Contractual Services | UNWOMEN | | | \$ - | 12,500 | - | 12,500 | x | x | x | x | x | x | 12,500 | - | 12,500 | PHASE II: CS NRG - Stipends to Members of the CS-NRG for implementing the CS-NRG Workplan | Other | |
| | | | Sub-Total Activity 6.1.5: | | 4,400 | - | 4,400 | 17,500 | - | 17,500 | | | | | | | 21,900 | - | 21,900 | | | |
| | | | Activity 6.1.6: Build a Volunteer Network to support the Women’s Movement and Civil Society while preparing organisations to recruit and work with volunteers and interns for active engagement, succession planning and sustainability including Mentorship and Business Coaching for CSOs to support resource mobilisation, project implementation and organisational growth, including how to generate revenue and manage resources, identify opportunities, and diversify | | | | | | | | | | | | | | | | | | | |
| 6 | 6.1 | 6.1.6 | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 8,003 | - | 8,003 | | | | | | | 8,003 | - | 8,003 | PHASE II: CSO coalitions/consortiums will work jointly to set up a CSO network, including public sensitisation on the roles of civil society, pairing of interns and resources with organisations, and mobilising interest in volunteCSO coalitions/consortiums will work jointly to set up a CSO network, including public sensitisation on the roles of civil society, pairing of interns and resources with organisations, and mobilising interest in volunteering on GEWE and EVAWG | Payment/transfer to CSO | |
| | | | Sub-Total Activity 6.1.6: | | - | - | - | 8,003 | - | 8,003 | | | | | | | 8,003 | - | 8,003 | | | |
| | | | Sub-Total Output 6.1: | | 71,800 | 5,000 | 76,800 | 40,503 | - | 40,503 | - | - | | | | | 112,303 | 5,000 | 117,303 | | | |
| Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including DV/IPV, and GEWE more broadly | | | | | | | | | | | | | | | | | | | | | | |
| | | | Activity 6.2.1: Provide social accountability grants and technical assistance for women's rights groups including meaningful participation in national, regional and international accountability platforms/processes and to engage in CEDAW, CSW, UPR, ICPD and CRC processes. | | | | | | | | | | | | | | | | | | | |
| 6 | 6.2 | 6.2.1 | Transfers and Grant to Counterparts | UNWOMEN | 30000 | 5000 | \$ 35,000 | - | | - | x | x | x | x | x | | 30,000 | 5,000 | 35,000 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Payment/Transfer to a CSO | Payment/transfer to CSO | |
| | | | Sub-Total Activity 6.2.1: | | 30,000 | 5,000 | 35,000 | - | - | - | | | | | | | 30,000 | 5,000 | 35,000 | | | |

| PHASE I BUDGET (based on NSC approval 23/02/2020) | | | | | | | PHASE II | | | | | | | | | | | | | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------|-------------------------------------|---------|--------------------------------|------------------------------|--------------------------------|--------------------------------|------------------------------|----------------------|----------|----|-------------------------|---------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------|------------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | GRAND Total Phase I +II | | | | | | | | | | |
| | | | | | | | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | | | | | | |
| O u t c o m | t p u | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | | |
| Activity 6.2.2: Provide monitoring tools and training for CSOs to support a national level state and social accountability strategy on administration of justice for Family Violence | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | 6.2 | 6.2.2 | Transfers and Grant to Counterparts | UNWOMEN | 9800 | 6000 | \$ 15,800 | - | | - | x | x | x | x | x | x | 9,800 | 6,000 | 15,800 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Transfer to a CSO network to implement activities and recruit a consultant to work with CSOs and government partners to develop appropriate tools and systems using participatory methodologies and to support testing of same including strategies to generate the enabling environment | Payment/transfer to CSO | | |
| 6 | 6.2 | 6.2.2 | Contractual Services | UNWOMEN | 1988 | 5712 | \$ 7,700 | - | - | - | x | x | x | x | x | x | 1,988 | 5,712 | 7,700 | ROLL OVER ACTIVITY TO PHASE II (FUNDS ARE FULLY COMMITTED FOR THE ACTIVITIES TO BE IMPLEMENTED IN THE COMING MONTHS): Contract a consultant to support the CS- NRG, the women’s movement and CSOs to prepare a scorecard, conduct an evaluation and prepare a shadow report on the implementation of Spotlight Initiative, including CSO | Payment to individual consultant | | |
| | | | Sub-Total Activity 6.2.2: | | 11,788 | 11,712 | 23,500 | - | - | - | | | | | | | 11,788 | 11,712 | 23,500 | | | | |
| Sub-Total Output 6.2: | | | | | 41,788 | 16,712 | 58,500 | - | - | - | | | | | | | 41,788 | 16,712 | 58,500 | | | | |
| Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG, including DV/IPV | | | | | | | | | | | | | | | | | | | | | | | |
| Activity 6.3.1: Collaborate with other granting organisations in the Caribbean to establish a small grant funding modality to support the expansion of technical substantive capacity of ‘new’ groups working on innovative programmes to stop VAWG especially those groups focusing on VAWG experienced by women and girls facing multiple and intersecting forms of discrimination (with focus on internships and volunteer networks) and; Scale-up existing successful initiatives currently being implemented by CSOs in areas of advocacy, service delivery, educational and psychoeducational programming, engaging men and boys, and creating safe spaces. | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | 6.3 | 6.3.1 | Transfers and Grant to Counterparts | UNWOMEN | 50000 | 0 | \$ 50,000 | - | | - | | | | | | | 50,000 | - | 50,000 | COMPLETED IN PHASE I: Establish facility for Small Grants to support the expansion of technical substantive capacity of women’s organizations on issues of FV in order to scale up existing successful initiatives currently being implemented by 6 CSOs in areas of advocacy, service delivery, educational and psychoeducational programming, engaging men and boys, and creating safe spaces | Payment/transfer to CSO | | |
| | | | Sub-Total Activity 6.3.1: | | 50,000 | - | 50,000 | - | - | - | | | | | | | 50,000 | - | 50,000 | | | | |
| Activity 6.3.2: Provide small grants to youth and WROs, and other CSOs to support a revitalised women’s movement, and rebuilding of the WROs, CSOs, by linking them to a capacity building strategy that includes institutional structures, membership and resource mobilisation, succession planning, building awareness of members and volunteers, etc. | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | 6.3 | 6.3.2 | Transfers and Grant to Counterparts | UNWOMEN | | | \$ - | 34,828 | | 34,828 | | | x | x | x | x | 34,828 | - | 34,828 | PHASE II: Establish facility for small grants to support the expansion of technical substantive capacity of women's organisations on issues of FV in order ro scale up existing successful initiatives currently being implemented by CSOs in areas of advocacy, service delivery, educational and psycho-educational programming, engaging men and boys, empowering women and girls and creating safe spaces. | Payment/transfer to CSO | | |
| | | | Sub-Total Activity 6.3.2: | | - | - | - | 34,828 | - | 34,828 | | | | | | | 34,828 | - | 34,828 | | | | |
| Sub-Total Output 6.3: | | | | | 50,000 | - | 50,000 | 34,828 | - | 34,828 | | | | | | | 84,828 | 0 | 84,828 | | | | |
| Sub-Total OUTCOME 6: | | | | | 163,588 | 21,712 | 185,300 | 75,331 | - | 75,331 | | | | | | | 238,919 | 21,712 | 260,631 | | | | |
| Total PROGRAMME OUTCOME COSTS: | | | | | 1,242,261 | 246,062 | 1,488,323 | 519,264 | 90,400 | 609,664 | | | | | | | 1,761,525 | 336,462 | 2,097,987 | | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------|----------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|----|-------------------------|----|---------------------------------------|------------------------------------|------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | |
| O u t c o m | O t t i v | A i t y | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality | |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | |
| B. PROGRAMME MANAGEMENT COSTS (Coordination and administrative functions, and related office cost) <i>Should not exceed 18% of total Programme Direct Costs</i> | | | | | | | | | | | | | | | | | | | Narrative description of budget lines | | |
| UNDP | | | | | | | | | | | | | | | | | | | | | |
| N/A | N/A | N/A | Staff and Personnel | UNDP | - | 200,000 | \$ 200,000.00 | - | | - | | | | | | | - | 200,000 | 200,000 | Dedication of 2 hours/week of back office support work and technical assistance on recruitments (HR) tenders and consultants (Procurement), Financial Management, HR, M&E, Reporting and IT. In addition, the Gender Focal Point would be the reference in Barbados for this work (costs not calculated as they are considered the sine qua non condition for handling the programme component of UNDP). Personnel provided strategic, operational, finance, quality assurance and oversight support to the Spotlight programme, which included: Deputy Representative: P5 Head of Cluster Poverty and Governance: NOB. Programme Associate: G6 Operations Manager: NOB ICT Associate: NPSA 8 M&E Associate: NPSA 6 | N/A |
| N/A | N/A | N/A | Staff and Personnel | UNDP | 28,949 | - | \$ 28,949.00 | 32,500 | | 32,500 | x | x | x | x | x | x | 61,449 | - | 61,449 | UNDP SPOTLIGHT TECHNICAL LEAD: 100% time for a dedicated officer on Service Contract to provide technical guidance, support, monitoring and reporting for the implementation of UNDP's programme activities. This UNDP staff/project manager at the equivalent level of a Project Analyst (NPSA7-8) will oversee the implementation of pillars 2and 5. | N/A |
| N/A | N/A | N/A | Travel | UNDP | - | 2,400 | \$ 2,400.00 | - | | - | | | | | | | - | 2,400 | 2,400 | UNDP Participation in National Steering Committee Meetings (1 meeting in person per year) | N/A |
| N/A | N/A | N/A | Travel | UNDP | - | 2,400 | \$ 2,400.00 | - | | - | | | | | | | - | 2,400 | 2,400 | UNDP participation in relevant implementation related activities | N/A |
| N/A | N/A | N/A | Supplies, Commodities, Materials | UNDP | 0 | 4,800 | \$ 4,800.00 | - | | - | | | | | | | - | 4,800 | 4,800 | Office supplies at \$1200 per year, plus telephone charges at \$100 per month for 24 months | N/A |
| Sub-Total UNDP | | | 28,949 209,600 \$ 238,549.00 | | | | 32,500 | 0 | 32,500 | | | | | | | | 61,449 | 209,600 | 271,049 | | |
| UNWOMEN | | | | | | | | | | | | | | | | | | | | | |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 62,112 | 0 | \$ 62,112 | 72,378 | - | 72,378 | x | x | x | x | x | x | 134,490 | - | 134,490 | SPOTLIGHT TEAM. Spotlight Programme Coordinator, at the SB5 1 level, to provide programme coordination, and support to technical coherence | N/A |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 36,000 | 0 | \$ 36,000 | 25,740 | - | 25,740 | x | x | x | x | x | x | 61,740 | - | 61,740 | SPOTLIGHT TEAM. Spotlight Programme Associate at the SB2 - 5 level, to provide administrative support for programme implementation | N/A |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 20,000 | 0 | \$ 20,000 | - | - | - | | | | | | | 20,000 | - | 20,000 | COMPLETED IN PHASE I: SPOTLIGHT TEAM - Consultancy Services for 10 days per quarter for a period of 8 quarters to provide M&E support to the project, for a period of 24 months, including travel costs. Consultant based in Grenada to complement Barbados and Grenada based staff capacities. | N/A |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 25,000 | 0 | \$ 25,000 | - | - | - | | | | | | | 25,000 | - | 25,000 | COMPLETED IN PHASE I: SPOTLIGHT TEAM - Consultancy Services for 10 days per month for the provision of Communication and Advocacy support to the project, for a period of 24 months. US\$60,000 consultancy services. Consultant based in Grenada to complement Barbados and Grenada based staff capacities. | N/A |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | - | 72,000.00 | \$ 72,000 | - | - | - | x | x | x | x | x | x | - | 72,000 | 72,000 | COMPLETED IN PHASE I. Staff time for Deputy Representative and Programme Analyst | N/A |
| N/A | N/A | N/A | Travel | UNWOMEN | 10000 | 0 | \$ 10,000 | - | - | - | | x | | x | | | 10,000 | - | 10,000 | ROLL OVER TO PHASE II: Travel costs for RC and UN Women participation in NSC and oversight meetings in Grenada. Reduced from original budget due to COVID, but \$5000 unutilised from Phase 1 brought back to be used for RC travel in | N/A |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | |
|----------------------------|----------------------------|-----------------------|-----------------------------------------|------------------------------------------------------|--------------------------------------|------------------------------------|------------------------|--------------------------------------|------------------------------------|----------------------------|-------------------|----------|----|----|----|-------------------------|---------|---------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------|
| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | |
| O u t c o m | O u t p u t | A c t i v | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Y4- 2023 | | | | | | Spotlight EU contribution (USD) | UN Agency contribution (USD) | Grand Total Phase I+II (USD) | | Delivery Modality |
| | | | | | | | | | | | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | | | | | | |
| N/A | N/A | N/A | Supplies, Commodities, Materials | UNWOMEN | 5000 | 0 | \$ 5,000 | - | - | - | x | x | x | x | x | x | 5,000 | - | 5,000 | ROLL OVER TO PHASE II: Funds to be used by the Programme Coordination and Implementation Unit to conduct workshops/learning sessions and other knowledge management and capacity development activities for members of the Governance bodies (\$2096 for Phase II for costs of venues, refreshments, workshop materials, printing services, etc) | N/A | |
| N/A | N/A | N/A | Supplies, Commodities, Materials | UNWOMEN | 30000 | 0 | \$ 30,000 | - | - | - | x | x | x | x | x | x | 30,000 | - | 30,000 | ROLL OVER TO PHASE II: Programme Coordination and Implementation Unit to conduct joint communication, advocacy and knowledge sharing and graphic design activities | N/A | |
| N/A | N/A | N/A | General Operating and Other Direct Cost | UNWOMEN | 5,096 | 0 | \$ 5,096 | - | | - | x | x | x | x | x | x | 5,096 | - | 5,096 | ROLL OVER TO PHASE II: Office supplies, telephone costs, and other operational expenditure for the PCIU (funds unutilised from Phase 1 applied in Phase 2) | N/A | |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 31,904 | 0 | \$ 31,904 | - | - | - | | | | | | | 31,904 | - | 31,904 | COMPLETED: Pre-financing of a Consultant to support the formulation of the Spotlight Country Programme | N/A | |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | - | 50,000 | \$ 50,000 | - | | - | | | | | | | - | 50,000 | 50,000 | COMPLETED: UN Women MCO contracted a Spotlight Consultant with vast experience on the ground in Africa with the Spotlight Initiative and in the Caribbean to support the CPD | N/A | |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 15241 | 0 | \$ 15,241 | - | - | - | | | | | | | 15,241 | - | 15,241 | COMPLETED: Midterm evaluation | N/A | |
| N/A | N/A | N/A | Contractual Services | UNWOMEN | 15241 | 0 | \$ 15,241 | - | - | - | | | | | | | 15,241 | - | 15,241 | COMPLETED: Thematic evaluation | N/A | |
| N/A | N/A | N/A | General Operating and Other Direct Cost | UNWOMEN | 4800 | 0 | \$ 4,800 | - | - | - | | | | | | | 4,800 | - | 4,800 | COMPLETED: Office supplies per year, plus telephone charges for a period of 24 months | N/A | |
| N/A | N/A | N/A | General Operating and Other Direct Cost | UNWOMEN | 5172 | 0 | \$ 5,172 | - | - | - | x | x | | | | | 5,172 | - | 5,172 | COMPLETED: Procurement of laptops - 2 @ \$1200, Furniture \$2,000, Printer \$1,000, | N/A | |
| N/A | N/A | N/A | Travel | UNWOMEN | 480 | 0 | \$ 480 | - | - | - | | x | | x | x | | 480 | - | 480 | ROLL OVER TO PHASE II: CSNRG member representing Carriacou and Petite Martinique to travel to and from Carriacou (funds unutilised from Phase 1 to be used in Phase 2) | N/A | |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | | | | - | 15,000 | 15,000 | | | | | | | - | 15,000 | 15,000 | 5% of Deputy Representative (P4) support to Spotlight activities particularly Pillar 6 | N/A | |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | | | | - | 5,000 | 5,000 | | | | | | | - | 5,000 | 5,000 | 5% of Finance Associate (GS6) to support advances, liquidations, payments and reporting | N/A | |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | | | | 7,000 | - | 7,000 | | | | | | | 7,000 | - | 7,000 | 5% of Comms Specialist (NOA) based in Barbados to Communications and Visibility | N/A | |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | | | | 4,000 | - | 4,000 | | | | | | | 4,000 | - | 4,000 | 5% of M&E Officer (SB4) | N/A | |
| N/A | N/A | N/A | Staff and Personnel | UNWOMEN | | | | - | 33,000 | 33,000 | | | | | | | - | 33,000 | 33,000 | UN WOMEN SPOTLIGHT TECHNICAL LEAD: 20% of the time of UN Women Programme Coordinator (SB5). | N/A | |
| N/A | N/A | N/A | Travel | UNWOMEN | | | | - | 20,000 | 20,000 | | | | | | | - | 20,000 | 20,000 | Travel to Grenada for UN Women MCO Staff to oversee projects and for key events | N/A | |
| N/A | N/A | N/A | General Operating and Other Direct Cost | UNWOMEN | | | | - | 20,000 | 20,000 | | | | | | | - | 20,000 | 20,000 | Office space and incidentals | N/A | |
| N/A | N/A | N/A | General Operating and Other Direct Cost | UNWOMEN | | | | - | 17,000 | 17,000 | | | | | | | - | 17,000 | 17,000 | Knowledge Products and graphic design | N/A | |
| Sub-Total | | | UNWOMEN | | 266,046 | 122000 | \$ 388,046.00 | 109,118 | 110000 | 219,118 | | | | | | | 375,164 | 232,000 | 607,164 | | | |

| | | | | PHASE I BUDGET (based on NSC approval 23/02/2020) | | | PHASE II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | | | | PHASE II BUDGET | | | PHASE II AWP | | | | GRAND Total Phase I +II | | | NARRATIVE DESCRIPTION FOR PHASE II | ADDITIONAL INFORMATION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| O u t c o m | O t c o m | A i t y v | | Budget Lines | RUNO | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total PHASE I (USD) | Spotlight EU contibution (USD) | UN Agency contribution (USD) | Total Phase II (USD) | Q3 Y3- 2022 | Q4 Y3- 2022 | Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 Y4- 2023 | Q3 Y4- 2023 | Q4 |



**Spotlight
Initiative**

