

**Spotlight
Initiative**

*To eliminate violence
against women and girls*

COUNTRY PROGRAMME DOCUMENT

GRENADA

October 2019

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COUNTRY PROGRAMME DOCUMENT

Programme Title: Grenada Spotlight Initiative to End Violence Against Women and Girls	Recipient UN Organizations (RUNOs): UNICEF, UNDP, UN Women, PAHO/WHO																				
Programme Contact: Name and Title: Mr. Didier Trebucq, UN Resident Coordinator Address: UN House, Marine Gardens, Hastings, Christ Church Telephone: (246) 467-6001 E-mail: didier.trebucq@one.un.org	Programme Partner(s): <ul style="list-style-type: none">- UNFPA¹:- ILO- Government- NGOs, CSOs- others																				
Programme Country: Grenada	Programme Location (provinces or priority areas): Grenada - National Programme: 6 Parishes (St. George, St. John, St. Mark, St. Patrick, St. Andrew, St. David), Carriacou & Petite Martinique																				
Programme Description: The Grenada Spotlight Initiative is designed to focus attention, coordinate human effort, and strategically apply resources to the implementation of a well-conceived comprehensive national programme to contribute to end family violence and all forms of violence against women and girls in Grenada, Carriacou and Petite Martinique. Under Outcome One, the programme will address the legislative and policy gaps that create an environment of impunity as it relates to family violence while under Outcome two, the programme will strengthen the capacity institutions to provide gender responsive support in the area of Family Violence. Outcome 3 will scale up existing creative and effective initiatives to establish healthy habits to prevent family violence against women and girls, while under Outcome five, the Initiative will ensure that data relevant to Family Violence in Grenada, Petite Martinique and Carriacou is rigorously collected and effectively used to improve prevention and response. And finally, under Outcome 6, the Grenada Spotlight Initiative will harness the power of Grenada's women's movement, autonomous social movements, and Civil Society organisations to end Family Violence and all forms of violence against women and girls.	Total Cost of the Spotlight Country Programme (including estimated Unfunded Budget): USD \$3,374, 419																				
	Total Funded Cost of the Spotlight Country Programme (Spotlight Phase I ² and UN Agency contribution: USD \$2,474,962																				
	<table><tr><th>Name of RUNOs</th><th>Spotlight Phase I (USD)</th><th>UN Agency Contributions (USD)</th></tr><tr><td>UNICEF</td><td>\$206,479</td><td>\$259,700</td></tr><tr><td>UNDP</td><td>\$363,523</td><td>\$250,000</td></tr><tr><td>UN WOMEN</td><td>\$707,788</td><td>\$217,962</td></tr><tr><td>PAHO/WHO</td><td>\$372,210</td><td>\$97,300</td></tr><tr><td>TOTAL</td><td>\$1,650,000</td><td>\$824,962</td></tr></table>	Name of RUNOs	Spotlight Phase I (USD)	UN Agency Contributions (USD)	UNICEF	\$206,479	\$259,700	UNDP	\$363,523	\$250,000	UN WOMEN	\$707,788	\$217,962	PAHO/WHO	\$372,210	\$97,300	TOTAL	\$1,650,000	\$824,962		
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¹ See Country Programme Development guidance for a definition of UN Agencies/UN Programme Partners.

² Funding from the Spotlight Initiative will be allocated by the Operational Steering Committee in two distinct phases: Phase I will entail allocating 70% of the funding envelope, Phase II will only be allocated depending on the Country Programme's overall needs and performance towards achieving results.



Estimated No. of Beneficiaries

Indicative numbers	Direct	Indirect
Women	13305	28,232
Girls	9000	4,973
Men	3000	38,595
Boys	8152	6,702
	33,457	78,502

Start Date: 1 January 2020

End Date: 31 December 2022

Total duration (in months): 36 months

The duration of the Country Programme should be maximum of 3 years.



Spotlight Initiative
To eliminate violence against women and girls

Recipient UN Organization: Dr. Aloys Kan Signature: _____ Date: _____	Government of [Grenada] Name of Representative
Recipient UN Organization: Mr. Magdon Signature: _____ Date: <u>12</u>	Name of Ministry:
Recipient UN Organization: UN Women Ms. Mary Alison McLeod Signature: _____ Date: _____	Signature:
Recipient UN Organization: PAHO/WHO Dr. Jean Marie Rwangabwoba Signature: _____ Date: _____	Date & Seal:
Associated Agency: UNFPA Ms. Alison Signature: _____ Date: _____	
UN Resident Coordinator Mr. Didier Signature: _____ Date: _____	
The UN Executive Office of the Secretary General: Ms. Amina J. Mohammed Signature: _____ Date: <u>17 Jan 2020</u>	

List of Acronyms

AEC	Alliance of Evangelical Churches
AFP	Associated Fund Programme
AIDS	Acquired Immune Deficiency Syndrome
ART	Agency for Rural Transformation
BGWU	Bank and General Workers Union
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CariMAN	Caribbean Male Action Network
CARIWA	Caribbean Women's Association
CDB	Caribbean Development Bank
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CIDA	The Canadian International Development Agency
CPA	Child Protection Authority
CS-NRG	Civil Society-National Reference Group
CSA	Child Sexual Abuse
CSE	Comprehensive Sexuality Education
CSO	Central Statistical Office
CSO	Civil Society Organisation
DFID	Department for International Development
DHS	Demographic and Health Survey
EOSG	Executive Office of the Secretary-General
ESP	Essential Services Package
EU	European Union
EVAWG	End Violence Against Women and Girls
FBO	Faith-Based Organisation
GARFIN	Grenada Authority for the Regulation of Financial Institutions
GARP	Grenada Association of Retired Persons
GBV	Gender-Based Violence
GDB	Grenada Development Bank
GEM	Grenada Empowerment Movement
GEPAP	Gender Equality Policy and Action Plan
GEWE	Gender Equality and Women's Empowerment
GGAG	Girl Guides Association of Grenada
GHRO	Grenada Human Rights Organization
GNCD	Grenada National Council of the Disabled
GNCRC	Grenada National Council on the Rights of the Child
GNOW	Grenada National Organization of Women
GPPA	Grenada Planned Parenthood Association
GRENCASE	Grenada Citizen Advice & Small Business Agency
GrenCHAP	Grenada Chapter of Caribbean HIV/AIDS Partnership
GRENCODA	Grenada Community Development Agency
GRENMAN	Grenada Male Action Network

HIV	Human Immunodeficiency Virus
HLFE	Health and Family Life Education
HP	Harmful Practices
HPV	Human Papillomavirus
HR	Human Resources
HTLV	Human T-cell Lymphotropic Virus
IAGDO	Inter-Agency Group of Development Organisations
ICT	Information and Communications Technology
IGDS	Institute for Gender and Development Studies
IPV	Intimate Partner Violence
JHSON	John Hopkins University School of Nursing
KM	Knowledge Management
LACC	Legal Aid and Counselling Clinic
LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
MCO	Multi-Country Office
MIS	Management Information System
MoE	Ministry of Education
MoH	Ministry of Health
MoSD	Ministry of Social Development
MoSDHCE	Ministry of Social Development, Housing, and Community Empowerment
MSDF	Multi-country Sustainable Development Framework
MSM	Men who have Sex with Men
MSMIT	Men Having Sex with Men Implementation Toolkit
NaDMA	National Disaster Management Agency
NCPCSA	National Committee for the Prevention of Child Sexual Abuse
NCSRG	National Civil Society Reference Group
NEWLO	New Life Organisation
NGO	Non-Governmental Organisation
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OECS	Organisation of Eastern Caribbean States
PAHO	Pan American Health Organisation
PAM	Programme for Adolescent Mothers
RC	Resident Coordinator
RCO	Resident Coordinator Office
RGPF	Royal Grenada Police Force
RUNO	Recipient United Nations Organisations
SCI	Statistical Capacity Indicator
SDG	Sustainable Development Goal
SEED	Support for Education, Empowerment, and Development
SGBV	Sexual and Gender-Based Violence
SI	Spotlight Initiative
SLI	Spotlight Initiative
SOP	Standard Operating Procedure
SRH	Sexual and Reproductive Health

SRHR	Sexual and Reproductive Health and Rights
SVU	Special Victims Unit
SWIT	Sex Workers Implementation Tool
TOC	Theory of Change
TRANSIT	Comprehensive HIV and STI Programme with Transgender People
UN	United Nations
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNODC	United Nations Office on Drugs and Crime
UNRC	United Nations Resident Coordinator
UNRCO	United Nations Resident Coordinator Office
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
WEP	Women's Empowerment Principles
WHO	World Health Organisation

I. Executive Summary

The Government of Grenada, Carriacou and Petite Martinique and Civil Society have made a number of systematic advances in legislation and policy frameworks and national action plans, as well as programmatic efforts to address gender inequality, and women and girls' human rights. Despite these advances, however, violence against women and girls continues to be a pervasive problem throughout the country. The Spotlight Initiative (SI) in Grenada is designed to focus attention, coordinate human effort, and strategically apply resources to the implementation of a well-conceived comprehensive national programme to end family violence and all forms of violence against women and girls.

The Grenada Spotlight Initiative was developed in broad consultation with Government and Civil Society, and an integrated Technical Team from ILO, UNICEF, UNDP, UNFPA, UN Women and PAHO/WHO. The programme is built on the six pillars of the SI: Legislation and Policy Frameworks, Strengthening Institutions, Prevention and Social Norms, Delivery of High-Quality Essential Services, Data Availability and Capacities, and Supporting the Women's Movement, with special emphasis on Prevention and Essential Services.

- **Pillar/Outcome 1: Legislation and Policy Frameworks:**
The Initiative will address the legislative and policy gaps that create an environment of impunity as it relates to family violence in Grenada. The interventions will be national in scope, will be informed by international human rights frameworks, regional commitments and national governance frameworks, and strategic information, and will be aligned closely with the interventions outlined in Pillars 4 and 5.
- **Pillar/Outcome 2: Strengthening Institutions:**
The Initiative will focus on strengthening the capacity of institutions to apply the principles of gender mainstreaming elements of response and support in the area of Family Violence. Additionally, recognizing the need for a 'whole-of-government approach' to prevent and respond to family violence, the Grenada Country Programme is consistent with the Government's Medium Term Agenda in which eliminating Gender Based Violence and Child Abuse are priorities, and will also strengthen the coordination mechanism in place for the implementation of the Gender Equality Action Plan (GEPAP) and the National Strategic Action Plan to end Violence Against Women and Girls, including family violence.
- **Pillar/Outcome 3: Prevention and Social Norms:**
Prevention efforts will include scaling up existing creative and effective initiatives to establish healthy habits to prevent family violence against women and girls, such as effective/safe school-based programming, delivery of sexuality education through the National Parenting Programme and confronting myths through behaviour change campaigns; initiating new programmes that are innovative and promising, such as Drama for Peace; and challenging current social norms through media-based awareness campaigns and educational programmes. All initiatives will sustainably contribute to the elimination of the unequal power relations and the socio-cultural, religious and economic root causes of family violence, as well as to promote healthy gender relations and more inclusive development.
- **Pillar/Outcome 4: Delivery of High Quality, Essential Services:**
Efforts will include scaling-up of services provided by government counterparts and CSOs for women and girls subjected to family violence, including psycho-social and mental health counselling, and maternal health and comprehensive Sexual and Reproductive Health (SRH) services. The provision of high quality, accessible, survivor-centered, multi-sectoral services



including Health, Education, Police and Justice, and Social Services for women and girls affected by Family Violence, inclusive of vulnerable populations that face multiple and intersecting forms of discrimination, is crucial to the effectiveness of the Grenada SI Programme.

- **Pillar/Outcome 5: Data Availability and Capacities:**

The Initiative will ensure that data relevant to Family Violence in Grenada, Petite Martinique and Carriacou can be rigorously collected and effectively used to improve prevention and response. This will involve building the data collection capacity of key stakeholders (e.g. at the Central Statistical Office and in CSOs), collecting relevant data at the community and national levels to inform programming, and storing and disseminating these data in a way that they can be useful for community-level and national stakeholders. Data collected under this pillar's activities will be disseminated and taken up strategically on community and national levels to strengthen the impact of activities across all Pillars.

- **Pillar/Outcome 6: Supporting the Women's Movement:**

The Grenada Spotlight Initiative will harness the power of Grenada's women's movement, autonomous social movements, and Civil Society organisations to end Family Violence and all forms of violence against women and girls by: 1) promoting coordinated and cohesive evidence-based advocacy, 2) engaging in sustained community outreach and service, especially for vulnerable populations and 3) implementing innovative programmes that have the transformative capacity for maximum impact.

The Spotlight Initiative in Grenada will contribute to the achievement of gender equality, peace, social inclusion and protection of human rights, which are catalytic for sustainable development (particularly SDGs 5 and 16) and inclusive growth, in accordance with Agenda 2030, as well as the priority areas of the UN Multi-Country Sustainable Development Framework. The Initiative will contribute to the full implementation of Grenada's Gender Equality Policy and Action Plan (GEPAP), and Government's Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, including Intimate Partner Violence and Child Sexual Abuse linked to Enhancing Social Capital and Citizen Wellbeing pillar of Government's Medium-Term Agenda for 2019-2021. In addition, the outcomes of this initiative will be integrated into the National Sustainable Development Plan 2035, which is being developed, to take effect from 2020 to 2035.

The Grenada Spotlight Initiative will build on lessons learned from former and existing programmes with its partners, including CSOs, development agencies such as UN agencies, EU and others to address bottlenecks hindering progress and to **build on successes to ensure a successful and sustainable country programme achieving visible gains to End Violence Against Women and Girls (EVAWG) in Grenada.**



II. Situational Analysis

National Context



Figure 1 Map of Grenada, Carriacou and Petite Martinique

Grenada is a tri-island state comprising the mainland Grenada, and its dependencies Carriacou and Petite Martinique, and several smaller uninhabited islands. The State of Grenada is 344 km² and is located in the southernmost region of the Anglophone Caribbean archipelago, approximately 160 km north of Venezuela (PAHO, 2017).³ The mainland comprises 6 parishes: St. George, St. Patrick, St. David, St. Andrew, St. Mark, and St. John. The estimated population of Grenada for 2018 was 111,959. The largest age groups in Grenada are young adults (20-34, 26.2%), with the leading age group being 30-34, followed by 25-29, and then 20-24.

Grenada's Human Development Index (HDI) value for 2017 is 0.772, which puts the country in the high human development category—positioning it at 75 out of 189 countries and territories. Although there is diversity among religious and ethnic groups in Grenada, the majority (82.4%) of the population are of African ancestry, 13.3% of mixed ethnicity, and 2.2% East Indian, African, and/or European ancestry, reflecting Grenada's history of enslaved Africans,

East Indian indentured servants, and European colonizers; and 83% identify as Christians with the majority associating with Catholicism (GoG, 2008).⁴

Grenada is located on the southern end of the Hurricane Belt and has experienced major hurricanes in 2004 (Ivan) and 2005 (Emily). The National Disaster Management Agency (NaDMA) in the Office of the Prime Minister has the mission to reduce the loss of life and property within Grenada, Carriacou and Petite Martinique by ensuring that adequate preparedness, response and mitigation measures are in place to deal with the impact of hazards. Following Hurricane Ivan, the Economic Commission for Latin America and the Caribbean (ECLAC), Sub-regional Headquarters for the Caribbean conducted a Gender Assessment of the Hurricane Ivan response, and gendered differences were reported in several areas of the disaster experience, including the emergency phase, recovery, and rehabilitation.⁵

The 2017 estimated unemployment rate for Grenada is 24.9%⁶, with the rate for women being 31.8% and the rate for men being 17.9%. Consequent to the significant gendered differential in unemployment, income inequality is evident in Grenada as well, with women being over-represented in all income bands below a

³ https://www.paho.org/salud-en-las-americas-2017/?page_id=125

⁴ Government of Grenada, 2008

⁵ ECLAC Subregional Headquarters for the Caribbean, Grenada: A Gender Impact Assessment of Hurricane Ivan – Making the Invisible Visible, 2005.

⁶ Caribbean Development Bank (CDB) Report, 2017, <https://www.caribank.org/publications-and-resources/resource-library/annual-reports/2017-annual-report>

gross monthly income of XCD\$1200, while men were over-represented in all income bands greater than XCD\$1200 gross monthly income. As reported in the 2007-2008 Country Poverty Assessment⁷, 37.7 per cent of the population were poor (below poverty level), and 14.6 per cent were deemed vulnerable or sufficiently close to the poverty line that any event or shock would make them susceptible to falling into poverty. It was also reported that 66.9% of the nation's population is rural.

The Context of Gender Equality in Grenada

In June 2014, the Government of Grenada approved the Gender Equality Policy and Action Plan (GEPAP), 2014-2024.⁸ GEPAP aims to guide and inform the development of gender-responsive policies, plans and programmes; the allocation of human, financial and technical resources; the delivery of public services; and the monitoring and evaluation of gender equality and equity outcomes. In the area of women's political participation (Gender, Leadership, and Decision-Making), which has been recognized internationally as a key element in building genuine democracy and fostering social progress, women's achievement of 30% of seats in national parliaments has been specified in the Beijing Platform for Action (BPfA), Millennium Development Goals (MDGs), and Commonwealth Plan of Action for Gender Equality 2005-2015 as an indicator of progress towards gender equality and women's empowerment. While 30% was the international target, the target set in the GEPAP was gender parity (i.e., 50-50 male-female representation) or 40 percent at all levels of decision-making in Grenadian society, as a means of promoting equitable, transparent and accountable governance, and sustainable development. Table 1 shows Grenada's progress on this indicator from 1990-2013.

Table 1. Numbers and Percent of Women Candidates and Elected Members of Parliament in General Elections, 1990–2013⁹

TABLE 37: NUMBERS OF WOMEN CANDIDATES AND ELECTED MEMBERS OF PARLIAMENT (MP) IN GENERAL ELECTIONS, 1990-2013

Election Year	Number of Nominated Candidates				Number of Seats Won			
	Women	Men	Total	Women nominated (%)	Women	Men	Total	Women elected (%)
1990	5	71	76	6.6%	2	13	15	13.3%
1995	9	73	82	11.0%	3	12	15	20.0%
1999	9	36	45	20.0%	4	11	15	26.7%
2003	12	52	64	18.8%	4	11	15	26.7%
2008	10	37	47	21.35%	2	13	15	13.3%
2013	9	36	45	20.0%	5	10	15	33.3%

As of 2013, Grenadian women held 33.3% of elected seats in the Lower House of Parliament and 15.4% of appointed seats in the Senate. Men accounted for 68% and women 32% of seats on Boards in the public sector, private sector, trade unions and NGOs. Since then, progress in elected seats has continued and gender parity at 47% was attained in the 2018 General Election.

The UNDP calculates and reports overall Gender Inequality Indices by country. However, a review of the UNDP 2018 Statistical Update on Human Development Indices and Indicators revealed missing data for

⁷ Country Poverty Assessment – Grenada, 2007-2008

⁸ Gender Equality Policy and Action Plan 2014-2024, Ministry of Social Development and Housing, Government of Grenada, Approved by the Cabinet of Grenada, June 10, 2014.

⁹ GEPAP: Compiled from lists provided to Ministry of Social Development by the Parliamentary Elections Office, 1990-2013



Grenada, resulting in an inability to calculate the Gender Development Index and the Gender Inequality Index.

The Context of VAWG in Grenada

Violence against Women and Girls (VAWG) is defined as:

*any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.*¹⁰

VAWG is often used interchangeably with gender-based violence (GBV); however, they are different in that GBV is, 'violence directed against a person because of his or her gender and expectations of his or her role in a society or culture'¹¹. Therefore, GBV encompasses VAWG. VAWG is fundamentally linked to the denial of access to sexual and reproductive health and rights (SRHR) in that many women do not have control over their body (bodily autonomy and integrity) and their fertility, which is central to achieving gender equality.

Family violence (FV), more commonly referred to as domestic violence (DV) in Grenada is identified as one of the most prevalent forms of violence in the Caribbean and is viewed as gender-based with the most prevalent form within the family being VAWG. While the full extent of gender-based violence in Grenada is unknown,¹² similar to global trends, the vast majority of GBV reported to the Royal Grenada Police Force (RGPF) is violence against women and girls.

Types of family violence include intimate partner violence (IPV), child abuse and neglect and elder abuse. Furthermore, a person can be the victim of one or more forms of FV such as physical abuse, sexual abuse, emotional abuse, economic abuse, harassment, among others as defined by law in Grenada.

Family/Domestic Violence

In Grenada, domestic violence represents the highest incidence of gender-based violence, particularly intimate partner violence and sexual violence.¹³ The Grenada Country Gender Assessment (2014)¹⁴ indicated that 1,630 cases of sexual offences were reported by the RGPF in the decade from 2000-2010. While the majority of cases involve indecent assault (718), defilement of women (469), and rape (317), an additional 69 cases involved incest, 45 cases involved unnatural connection, and 12 cases involved unlawful carnal knowledge. Approximately 30 cases of rape were reported per year - twice the global average. However, it is unclear what proportion of these sexual offences were of a family/domestic nature.

Data from Grenada's Central Statistical Office indicates that there were 336 cases of Domestic Violence reported in 2010, with an increase in reports in 2011. Table 1 presents the number of reported domestic violence cases in 2010 and 2011, by Parish and Sex of Victim¹⁵.

¹⁰ General Assembly Resolution 48/104 Declaration on the Elimination of Violence against Women, 1993

¹¹ Defining Violence Against Women and Girls, UN Women, 2010.

¹² <http://www.endvawnow.org/en/articles/295-defining-violenceagainst-women-and-girls.html>

¹³ Country Gender Assessment, Grenada, 2014

¹⁴ National Domestic Violence and Sexual Abuse Protocol for Grenada

¹⁵ Country Gender Assessment, Grenada, 2014

¹⁶ Gender Equality Policy and Action Plan 2014-2024, Ministry of Social Development and Housing, Government of Grenada, Approved by the Cabinet of Grenada, June 10, 2014.

Table 2. Number of Domestic Violence Cases Reported by Parish and Sex of the Victim, 2010– 2011

PARISH	2010			2011		
	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
ST. GEORGE'S	117	32	149	135	21	156
ST. ANDREW'S	78	11	89	127	30	157
ST. DAVID'S	57	12	69	97	22	119
ST. PATRICK'S	10	1	11	14	0	14
ST. MARK'S	7	1	8	5	0	5
ST. JOHN'S	7	0	7	7	1	8
CARRIACOU & PM	2	0	2	1	0	1
NA	1	0	1	2	0	2
TOTAL	279	57	336	388	74	462
Source: Central Statistical Office						

The rate of domestic violence in Grenada increased exponentially between 2012 and 2016, based on data reported by the Royal Grenada Police Force (see table 2).¹⁶ Similarly, the percentage of arrests and charges of all alleged offenders for domestic violence increased from 1% in 2012 to 34% in 2016.

Table 3. Victims of Domestic Violence, 2012-2016 (Criminal Records Office, Royal Grenada Police Force)

YEAR	Men	Women	Totals
2012	6	23	29
2013	88	308	396
2014	159	402	561
2015	214	488	702
2016	270	600	870
Totals	737	1821	2558

Between 2012 and 2016, according to data provided by the Royal Grenada Police Force, 117 children were victims of domestic violence. Eighty-five (85) of these victims were women, and thirty-two (32) were

¹⁶ Drug Control Secretariat, Statistical Analysis of Incidents of Domestic Violence in Grenada, in which the Consumption of Drugs was Reported, 2012 to 2016, May 2017



men. The number of child abuse cases reported during 2011–2015 totaled 1,910 children, averaging 382 cases on an annual basis.¹⁷

Intimate Partner Violence

To determine the proportion of these cases that involved Intimate Partner Violence, the data was filtered by the relationship between the victim and the perpetrator. The filtering revealed that 65% of all reported Domestic Violence incidents were associated with IPV. When focusing on the data for women victims only in 2011, 71% of the women were victims of Intimate Partner Violence. The majority of the women who were victims of IPV victims in Grenada in 2011 were physically abused, followed by verbal abuse. Table 3 shows the number of IPV reports in 2011 by type of abuse.

Intimate partner violence is predominantly experienced by women. Of the 298 cases of Intimate Partner Violence in 2011, 91.9% were women, concluding that the vast majority of IPV cases in Grenada were perpetrated by men against women.

Yet, the full extent of gender-based violence in Grenada is unknown due to silence and lack of reporting among victims. The Royal Grenada Police Force reports that there are approximately 30 reported cases of rape per year, which is described as twice the global average. According to the Director of Social Development in the Ministry of Social Development, “many victims of sexual abuse and domestic violence do not report these cases to [the] authorities. Victims may remain silent because of stigma, self-blame, fear of the perpetrator, but above all, lack of confidence in the system” (ibid).

The most extreme form of GBV is homicide. In most cases, these homicides tend to be the end result of a history of Intimate Partner Violence. For the period 2005-2009, twenty-two percent of the homicides committed in Grenada were due to Family Violence, specifically 11% due to IPV and 11% by persons in other domestic relationships (e.g. child’s father).¹⁸ In the period from 2005-2013, there was a total of 14 homicides attributed to Family Violence. Ninety-seven (97) percent were attributed to Intimate Partner Violence, with the additional 7% attributed to child victimization. Among the IPV victims, all but one were women

¹⁷ Situation Analysis of Children in Grenada, UNICEF, September 2017

¹⁸ National Domestic Violence and Sexual Abuse Protocol for Grenada

Table 4. Reports of Intimate Partner Violence by Relationship and Type of Abuse, 2011

Relationship of Perpetrator to Victim	Economic	Emotional/ Psychological	Physical	Physical plus Others	Sexual	Verbal	Others combined	NA	TOTAL
Girlfriend	0	0	7	0	0	4	0	1	12
Ex-girlfriend	0	0	3	0	0	2	0	0	5
Wife	0	1	4	0	0	2	0	0	7
TOTAL MALES	0	1	14	0	0	8	0	1	24
Boyfriend	1	3	79	14	1	29	1	2	130
Ex- boyfriend	2	1	19	3	0	8	0	1	34
Husband		5	42	14	0	27	5	2	95
Ex -Husband	0	0	1	0	0	0	0	0	1
Common-law Husband	0	2	8	3	0	1	0	0	14
TOTAL FEMALES	3	11	149	34	1	65	6	5	274
GRAND TOTAL	3	12	163	34	1	73	6	6	298

Source: Compiled by the Department of Gender and Family Affairs, from raw data supplied by the Central Statistical Office, March 2014

Table 5 presents the details of the homicides due to Family Violence for the period 2005-2013.

Table 5. Homicides due to Family Violence, 2005-2013

Year	Sex of Victim	Age of Victim	Age of Perpetrator	Relationship of perpetrator to victim	Nature of Murder/homicide	Location of Incident
2005	F	33	42	Husband	Strangled	Home
2005	F	42	51	Husband	Shot in the back	Home
2005	F	42	40	Child's father	Struck in the head, chopped up and buried	Farm
2006	F	36	40	Husband	Strangled	Unstated
2007	F	61	74	Boyfriend	Stabbed	Home
2008	F	40	30	Boyfriend	Several chop wounds	Home
2008	M	69	46	Common law wife	Stabbed	Home
2009	F	28	37	Husband	Stabbed	Home
2011	F	53	43	Boyfriend	Hammer	Home
2012	F	40	47	Boyfriend	Beaten all over her body and strangled	Home
2012	F	18	23	Ex-boyfriend	Stabbed in her neck, her head, legs and hands cut off and dumped in garbage bin	Alley in St George's Town
2012	F	35	45	Common law husband	Chopped in her head, hands and back	Home
2012	F	42	55	Boyfriend	Chopped in her head, hands, legs and back	In the road
2013	F	49	26	Boyfriend	Strangled with hands	In the bushes

Source: Criminal Records Office, Royal Grenada Police Force



More current prevalence data are not yet available; however, the recent 2018 Women's Health and Life Experiences Survey (WHALES)¹⁹ conducted in Grenada will shed further light on the current situation of IPV. At the time of writing, the results were not yet available for dissemination. Nonetheless, available data underscore the urgency to stop violence against women in all forms and all spaces, and to prevent future occurrences.

Child Sexual Abuse (CSA)

Child sexual abuse is another main type of family violence occurring in Grenada. Children who are exposed to family violence can experience physical, emotional, mental, and social damages that can affect their developmental growth. This damage can be very traumatic and stressful and long-lasting.

Child sexual abuse accounted for 32% of the 1,910 reported cases of child abuse in Grenada from 2011-2015, and the overwhelming majority of the victims of this devastating form of abuse are girls (Figure 2)²⁰, consistent with the estimated 20%-45% of people who have experienced behaviour that could be described as child sexual abuse in the Eastern Caribbean.²¹ A joint research project between UN Women and the Regional Association of Commissioners of Police probed police and prosecution responses to sexual offences, and the 2010 Country Report for Grenada²² revealed that children were overrepresented in the sexual offence cases reported to the police. Girls of all ages are at risk of sexual abuse within their families, including incest and stepfather abuse,²³ which are offences that almost exclusively involve young female victims. Together these findings powerfully underscore the feminization of sexual violence, and the reality that girls, like their female adult counterparts are at significant risk of sexual abuse and exploitation.

¹⁹ Prevalence data was requested from GoG to inform the CPD, however, the report is yet to be finalized and approved by cabinet. Therefore, data have not been approved for release for use in this draft document.

²⁰ Situation Analysis of Children in Grenada, UNICEF, September 2017

²¹ Jones and Jemmott. 2009. Perceptions of, Attitudes to, and Opinions on Child Sexual Abuse in the Eastern Caribbean.

http://eprints.hud.ac.uk/id/eprint/8923/1/Child_Sexual_Abuse_in_the_Eastern_Caribbean_Final_9_Nov.pd

²² Sealy-Burke, Jacqueline, Review of Policing and Prosecutions of Sexual Offences. Country Report for Grenada, 2010.

²³ Jones and Jemmott. 2009. Perceptions of, Attitudes to, and Opinions on Child Sexual Abuse in the Eastern Caribbean.

http://eprints.hud.ac.uk/id/eprint/8923/1/Child_Sexual_Abuse_in_the_Eastern_Caribbean_Final_9_Nov.pd

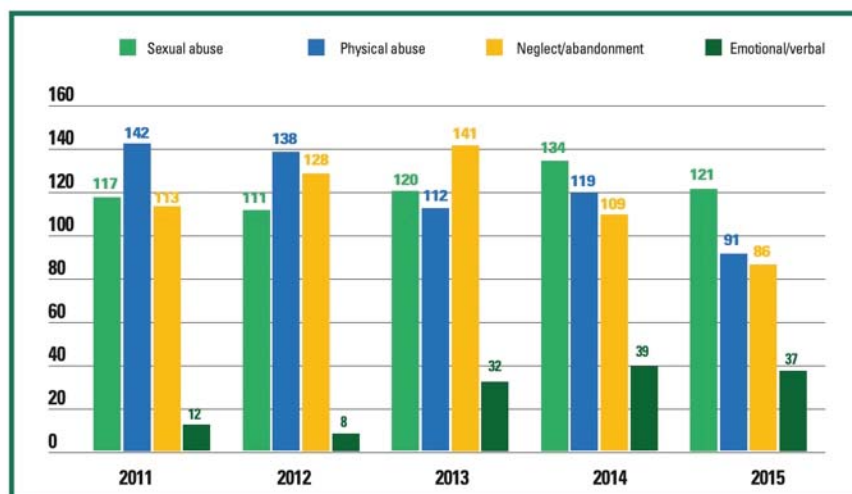


Figure 2 Reported Cases of Child Abuse, 2011-2015

In Grenada, about 31% of secondary school students in Forms 1-4 reported having sexual intercourse and 24% reported having sex before age 13 (GoG, 2008b)²⁴, and among young people in the general population, one-third of the individuals ages 15-24 reported having sex before age 15 (PAHO, 2007).²⁵ It should be noted that there are high rates of forced sexual intercourse among both boys (14.5%) and girls (14.7%) in Grenada.²⁶

In the landmark qualitative study on child sexual abuse in Grenada conducted by the University of Huddersfield/UNICEF Office for the Eastern Caribbean Area in 2008-2009²⁷, participants indicated that child sexual abuse is: *“a social problem that is escalating...has multiple layers and is perpetuated not only by adults who carry out harmful sexual practices with children but also by non-abusing adults through complicity, silence, denial and failure to take appropriate action.”* (Jones and Jemmott, 2009 p.10²⁸). This finding is consistent with regional trends of alarmingly high rates of sexual violence against women and girls, with CARICOM countries showing higher than the global average per capita rates. The region has become increasingly noted for its culture of coerced sex, with one PAHO study finding that almost 50% of the region's adolescent girls have experienced a first sexual encounter that was forced or coerced.

The Government of Grenada and Civil Society Organizations (CSOs) have made a number of systematic advances in legislation and policy frameworks and national action plans, as well as programmatic efforts to address gender inequality, and women and girls' human rights in general and Family Violence and VAWG in particular. Despite these advances, however, family violence continues to be a pervasive problem throughout the state.

The inclusive process employed to develop the Grenada Spotlight Programme has created an opportunity to squarely confront national realities and challenges as a society, **to fully embrace the principles of**

²⁴ Government of Grenada, 2008b

²⁵ http://www.paho.org/hq/dmdocuments/2009/sexual_health_final.pdf

²⁶ Data from the Global School Health Survey (GSHS), 2008

<https://www.cdc.gov/gshs/countries/americas/grenada.htm>

²⁷ Jones and Jemmott. 2009. Perceptions of, Attitudes to, and Opinions on Child Sexual Abuse in the Eastern Caribbean.

http://eprints.hud.ac.uk/id/eprint/8923/1/Child_Sexual_Abuse_in_the_Eastern_Caribbean_Final_9_Nov.pd

²⁸ Ibid.



Leave No One Behind and Do No Harm, and to develop a comprehensive programme to stop violence against women and girls; specifically focused on Family Violence, including Intimate Partner Violence and Child Sexual Abuse, and ensuring Sexual and Reproductive Health and Rights for all women and girls in Grenada.

The following sections further detail the Grenada situation regarding violence against women and girls, in particular IPV and CSA as forms of family violence, including Government and CSOs' response within the six pillars of the Spotlight Initiative.

Pillar 1 - Laws and Policies

Law reform and policy development are critical strategies in the State's mandate to end violence against women and girls. Strengthening the legal and policy framework forms an important part of both prevention and response to family violence. While enabling provision of justice for survivors, legal frameworks facilitate accountability, shape societal norms and potentially work as deterrents.

Grenada ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) on 30 August 1990 and the Convention on the Rights of the Child in 5 November 1990. Notably, the State also ratified the Optional Protocol on the Sale of Children; Child Prostitution and Child Pornography in 2012. The Constitution of Grenada (1973) is the supreme law and it safeguards the human rights of all persons within the country, holding the State accountable for violations of human rights. The obligation mandated by the Constitution to protect the human rights of persons within the country extends to a positive obligation on the State to protect women and girls from domestic violence and sexual violence.

It must be noted that Grenada has taken a proactive approach with its legislative reform and policy development agenda. Within the last eight (8) years, a number of laws were enacted to address violence against women and girls. These include:

- i. Domestic Violence Act (No. 19 of 2010)
- ii. Child (Protection and Adoption) Act (No. 20 of 2010)
- iii. Amendments to the sexual offence's provisions in the Criminal Code (No 29 of 2012), including **introduction of marital rape**
- iv. Electronic Crimes Act (No 23 of 2013) and its amendments
- v. Revised Police Standing Orders (Statutory Rules and Regulation 19)

Most of Grenada's legislation on violence against women and girls have been adapted from the regional draft legislation that formed a part of the OECS Family Law Reform Project as a part of the wider Judiciary and Legal Reform Project of the Eastern Caribbean Supreme Court (ECSC) in 2001. This project reflected commitment by the OECS Governments to create more progressive laws that represent present social realities, better serve the interest of families and children, and that consider the provisions of relevant Conventions and Treaties signed by OECS member States. The output of this project was six model Family Law Bills, through a multi-partnered process including UNICEF, UNIFEM (now UN Women), NCH and the CIDA Gender Equity Fund). The model bills are:

1. Children (Care and Adoption)
2. Child Justice
3. Domestic Violence
4. Status of Children with (Parentage Testing Procedure) Regulations
5. Custody, Guardianship and Access
6. Child Maintenance

Even though sub-regional law reform initiatives have moved very slowly, **Grenada was one of the first OECS and CARICOM States to pass several pieces of the model legislation, including domestic**



violence legislation. The domestic violence legislation provides protection from physical and sexual violence and is intended to work in conjunction with the criminal law to expand the range of options which are available to victims of domestic violence. The Domestic Violence Act of 2010 replaced an older 2001 version and enhanced the protection of victims from domestic violence by adding several features that were not available in the older legislation. These improvements included:

- Broadened categories of persons who can apply for protection from domestic violence to include persons in visiting and dating relationships.
- The inclusion of orders relating to the use of household effects, payment of rent, mortgage and utilities.
- Increased involvement by the Royal Grenada Police Force with some provision for mandatory response to complaints of domestic violence and a new requirement that all reports of domestic violence be formally recorded.
- The addition of an order mandating the offender to attend professional counseling or psycho-educational programming.

The new civil Child Protection law has significantly enhanced the legal landscape for children who have suffered harm, including those who experience sexual abuse in all its ugly manifestations. The 2010 Child Protection and Adoption Act introduced mandatory reporting of child abuse, underscoring the responsibility of identified duty bearers to report actual and suspected cases of abuse. The Act also required the establishment of the Child Protection Authority, which is a specialized agency to handle the reporting; investigation and case management of all child abuse cases.

There is a clear link between child protection issues and gender-based violence/VAWG. The very scope of VAWG includes girl children, that being any girl child under the age of 18. Child protection issues address harm or the likelihood of harm that children suffer, whether of a physical, sexual or emotional nature. It is, therefore, necessary to address root causes and drivers of child protection issues, which have a disproportionately negative impact on girls. This will include the issue of child sexual abuse, which the research clearly demonstrates is a massive challenge for Grenada and the entire Caribbean region.

There are a number of ways in which these areas of work - child protection and EVAWG - intersect, including but not limited to the following:

- There are clear connections between children's experience of violence as victims or witnesses and violence against women. Global UN estimates suggest that 30% of the world's women will experience violence from a male partner over their lifetimes, and young children are frequently present when this violence happens or live in households where it takes place. It is not coincidental that the Grenada Child Protection and Adoption Act (2010) stipulates that one of the grounds for deeming a child in need of care and protection is that child's ongoing exposure to domestic violence.
- Poverty and structural inequalities shape care settings and frequently affect whether parents, families and other caregivers have the means to adequately care for their children in non-violent and non-stressful ways. The feminization of poverty is therefore not only a phenomenon that exposes children to increased levels of child abuse, but also places female caregivers at greater risk of experiencing domestic violence. The recognition of the strong link between the feminization of poverty and VAW was the impetus for the UN Women Caribbean based project entitled "**Share the Care**". That project examined the impact of delinquency in child support payments on the level of violence experienced in female headed households, demonstrating that custodial mothers were at higher risk of violence when they were forced to pursue outstanding child maintenance contributions from non-custodial fathers.
- The exploration of child abuse sometimes presents an opportunity to probe the challenging and complex nature of VAWG and GBV. For example, the issue of incest often invites some



discussion on the complicit role of mothers who remain silent because of their own fears and subjection to the destructive power dynamics of their intimate relationships.

- Children in need of care and protection, and women who have experienced domestic violence, sexual assault or other forms of GBV, are often relying on the same services. For example, within the context of Grenada, the Special Victims Unit within the police respond to cases involving adult and child victims. The need for specialized services for vulnerable witnesses or victims is a major issue confronting Grenada and it is important that the capacity building of service providers whether police, counselors, or judicial officers is sufficiently comprehensive to ensure effective responses to both adults and children.
- Linking with pillar 3, there are shared violence prevention strategies for EVAWG and child protection, given the pivotal role of culture and prevailing social attitudes. The importance attributed to Pillar 3 in the Spotlight project creates an opportunity to ensure that public education and awareness-building is maximized to shape the consciousness of the Grenadian public on both of these issues, especially given their interconnectedness. It makes sense to use these platforms to ensure that the full breadth and depth of family violence is understood, and its root causes and drivers eliminated.

It is important to note that, while Grenada has passed **the Domestic Violence Act (2010) and the Child Protection and Adoption Act (2010)**, Grenada has not yet developed regulations to support effective implementation of this OECS model legislation. Statutory law, on its own, is often unable to provide sufficient guidance on the more procedural aspects of enforcing legal provisions. These are gaps that must be overcome.

Several deficiencies in the criminal law responses to sexual offences were addressed in the Criminal Code Amendment Act (No. 29 of 2012). The amendments have addressed critical areas relevant to the Spotlight objectives, including but not limited to the following:

- Recognition of marital rape
- Removal of harmful limitation periods
- Restrictions placed on inappropriate defenses, such as the “honest belief” defense
- Stiffening of penalties

These were all positive changes to the law, but the recognition of marital rape was particularly welcomed given the pre-existing and archaic legal provisions that expressly excluded married women from protection against rape. **Notably, the marital rape provision has recently been invoked for the first time, albeit provoking much controversy and debate at the community level.**

The Electronic Crimes Act has made progress in holding perpetrators accountable for the exploitation of victims via online and other electronic media, whereas the revised Police Standing Orders have strengthened law enforcement interventions by further regulating the procedures to be followed by police officers in cases involving domestic violence.

Acknowledging that gender-based violence has no geographical boundaries and can take on trans-national significance, the Government of Grenada in 2004 ratified the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, and introduced anti-trafficking legislation for approval by the Parliament in 2014.



Legal frameworks are generally rendered more effective when supported by well-considered policy that further elaborates on process and procedure. In **this regard, Grenada has also done relatively well in the development of policy documents intended to bolster the national commitment to end violence against women and girls. The following policies and protocols are particularly noteworthy:**

- Gender Equality Policy and Action Plan (GEPAP)
- National Domestic Violence and Sexual Abuse Protocol (2011)
- Strategic Action Plan to Reduce GBV
- Health Care Sector Standard Operating Procedures for GBV (2014)
- MoSD Standard Operating Procedures for GBV
- GBV Unit Sexual Assault Response Guide
- National Child Abuse Protocol (2011)
- Child Protection Action Plan (2017)

Despite the State's proven commitment to the passage of laws and the creation of policy, this pillar of the Spotlight initiative remains an important one for Grenada given some of the outstanding gaps in its legislative mandate to protect women and girls from violence. This pillar also remains relevant for Grenada given the current challenges with effective implementation of several of the aforementioned laws and policies and the ability to translate them into meaningful impact in the lives of the intended beneficiaries. Deficient implementation is a result of several considerations, including general lack of awareness amongst stakeholders about new policy and legislation; poor dissemination of documentation; and weak infrastructure to support the laws, particularly the required programmes and services. Grenada's National Review on Implementation of the Beijing Declaration and Platform for Action (May 2019) candidly acknowledged that this was a challenge for Grenada. That document expressly identified some of the approved policies and plans that are not being fully implemented as including the SRH Policy, Health Care Sector SOP on GBV, and GEPAP. There is also clear evidence of poor implementation of the National Child Abuse protocol and the mandatory reporting provisions of the Child Protection and Adoption Act. Among the many challenges however, the most notable of the identified gaps are:

- Absence of a specialized court in the systemic response to women, children and families:** The OECS Family Law Reform and Domestic Violence Project recommends the establishment of Family Courts to support effective implementation of the Model Bills developed under that initiative. The establishment of a Family Court provides several advantages, especially in relation to vulnerable family members who are experiencing violence. These include better case coordination; the oversight of specially trained judicial officers and the infusion of a strong social service infrastructure to support meaningful legal remedies. Additionally, adopting a more progressive approach from family court models in the region, and in particular in Trinidad and Tobago, **The possible merging of Magistrates Court and High Court jurisdiction; examining the feasibility of extending the ambit of the Court to include the prosecution of domestic violence and sex offences; and the integration of creative support services into the Court's mandate are all potential areas of improvement.** The importance of a Family Court is fully acknowledged by practitioners and policy makers alike. Grenada is well poised to address this current gap in its legal system and the Spotlight initiative presents an excellent opportunity for the visioning of this critical legal intervention to be realized.
- Deficient procedural laws governing the conduct of legal proceedings involving vulnerable witnesses** (particularly victims of sexual offenses and intimate partner violence) - whereas some emphasis has been placed on reform of the substantive law relevant to violence against women and girls, the procedural law remains deficient in many regards. A 2010 Report commissioned by UN Women and the Regional Association of Commissioners of Police interrogated the law enforcement and prosecution responses to sex offences in Grenada. That report confirmed that there were several gaps in that regard, including issues relating to corroboration of testimony, the



sexual history of victims, and the use of special measures to help facilitate the admission of evidence, including the use of technology. In effect, these gaps reduce the rights of victims in the Court. Building on the momentum of the JURIST Project and its development of Model Guidelines for Sexual Offence Cases in the Caribbean (2017), Grenada has the opportunity to strengthen law and policy geared at advancing the interests of victims. The Model Guidelines will be instrumental in paving the way for both legal reform and further policy development aimed at improving the victim engagement with the justice system.

- iii. **Delay of the Child Maintenance and Status of Children legislation consistent with the objectives of the OECS Model Bills** - This regional law reform process commenced over a decade ago, and whereas Grenada has done relatively well in its efforts to adopt the new and improved legislation proposed by the OECS Commission, it has stopped short of passing several important laws that could go a long way in reducing levels of family violence that are linked to the feminization of poverty and its resulting vulnerabilities. The intersection between domestic violence and child support in the context of family violence in Grenada is an important, yet often overlooked, issue. The prioritization of Child Maintenance reform is also supported by the findings of an important regional research project commissioned by UN Women on Child Support, Poverty and Gender Equality (2008). That research not only exposed the major shortcomings of current child maintenance law in the region, but also established key indicators for progressive legislative and policy reform. These include:

- Identifies the goals of the child support regime and awards
- Broadly defines child support
- Provides an affirmative duty on parents to support children
- Outlines the basis of child support awards and the relevant considerations in determining an award
- Provides guidelines or guidance on the award of child support, particularly in proportioning the support between parties of differential incomes
- Provides a unified and more efficient system for enforcement of child support awards.

- iv. One of the key priorities related to Legislative and Policy Frameworks identified in the above-mentioned Report was the need for **Victims' rights policy and/or legislation on the treatment of child and adult survivors of violence in Court and the rest of the Justice system**. A Victims Rights Policy will drive the minimum standards for support of survivors to receive support for their healing and recovery, if trusted, needed services can be guaranteed.

To ensure the full knowledge and support of these legislative and policy initiatives, parliamentarians must be fully conversant with GBV and family violence issues, and the current lacuna in national laws and policies.

Pillar 2 – Institutions

Institutions at the national and sub-national levels play a crucial role in translating laws and policies into programmes and actions that lead to transformative change. Grenada is reasonably well-positioned in terms of legislation, policy frameworks, and action plans designed to address violence against women and girls, including types of family violence such as IPV and child sexual abuse, as well as to ensure sexual and reproductive health and rights for every woman and girl in Grenada. However, the implementation of these laws, policies, and plans remains a significant challenge. A major impediment to effective implementation is limited institutional capacity on the part of critical and relevant elements of the state machinery, including in Carriacou and Petite Martinique.



The Gender Machinery in Grenada – the Division of Gender and Family Affairs in the Ministry of Social Development, Housing and Community Empowerment - is well developed. The Division is the coordinating mechanism mandated to improve responses to IPV and sexual abuse. More specifically, its role is to provide effective, efficient, client-centered services to support and protect victims of these forms of violence, hold offenders accountable, prevent gender-based violence, and be responsible for national data collection and reporting on these forms of violence. It will respond to and prevent intimate partner violence, sexual violence and other forms of gender-based violence based on the human rights and gender equality approaches. Appropriate to its mandate, it **has lead responsibility for coordinating the implementation of the Gender Equality Policy and Action Plan (GEPAP)**, in collaboration with Ministries across the public sector, and in partnership with civil society and the private sector. To ensure a whole-of-government approach, an **Inter-Ministerial Council of Gender Focal Points has also been constituted**. Comprised of senior technocrats/administrators appointed by all Government ministries and statutory bodies in the public sector, the Gender Focal Points play a critical role in promoting gender mainstreaming in their respective ministries and agencies, ensuring that gender equality and equity is a guiding principle in all Government policy, planning and service delivery.

The quality of social service, health, law enforcement and justice responses to the widespread and complex nature of VAWG is significantly determined by the capacity of the Gender Machinery and its Civil Society partners to do their work in a coordinated, meaningful and impactful way. **While the organizational foundation of the Gender Machinery is strong, there are significant capacity gaps related to Gender Mainstreaming and service provision that will prevent the achievement of optimal results, if not addressed.** Consistent with the whole-of-government approach, the capacity gap in gender mainstreaming must be addressed across government, at all levels.

As recommended in the Country Gender Assessment, the following gender mainstreaming mechanisms and processes need to be systematically and iteratively put in place as part of the Gender Equality Policy and Action Plan (GEPAP):

1. Mainstream gender in all policy-making processes at national and sectoral levels, inclusive of a diverse range of stakeholders including civil society organizations;
2. Mainstream gender in the national/sector plans in line with the SDGs, and in the annual national budget, i.e., gender-responsive planning and budgeting;
3. Raise public awareness of GEPAP and the responsibility of all stakeholders to address specific gender concerns within their sector or jurisdiction;
4. Establish clear systems/protocols/guidelines for collecting, collating and analyzing gender-disaggregated data collection in all sectors; and
5. Establish clear systems/protocols/guidelines for gender monitoring and evaluation in Ministries, Departments, Statutory Bodies and other agencies;

Putting these mechanisms in place will first require that Gender Mainstreaming capacity-building be prioritized for relevant personnel at all levels and sectors of Government, CSOs, and private sector partners. There is a need for strengthening the Inter-Ministerial Council of Gender Focal Points to ensure that they, and their Alternates, develop the technical competence to promote, facilitate, implement and monitor gender mainstreaming in their Ministries and other Government Agencies, including the interventions in response to ending family-based violence against women and girls. In addition to fulfilling the important technical responsibilities of Gender Focal Points that are articulated in GEPAP, their role as mentors and models of a gendered institutional culture is critical. Their preparation and development to fulfill this role will require special attention.

While Grenada has made strides in its disaster risk response (DRR) since the experiences of Hurricanes Ivan in 2004 and Emily in 2005, **there remains the need for instituting a more gendered approach to the planning, management and implementation of the national disaster response in Grenada.** The Economic Commission for Latin America and the Caribbean (ECLAC), Sub-regional Headquarters for the



Caribbean conducted a Gender Assessment of Hurricane Ivan in 2005, and it is noteworthy that the first paragraph of the Executive Summary states:

“It has become clear from the Gender Impact Assessment of Hurricane Ivan undertaken in Grenada from 13-19 February 2005 that the existing gender inequities in the society rendered women and their dependent children uniquely vulnerable.”²⁹

Gendered differences were reported in several areas of the disaster experience, including the emergency phase, recovery, and rehabilitation. With regard to women and children’s protection, safety and security, it was reported that their vulnerability appeared not to have been considered in Grenada’s disaster planning at that time. The shelter experience, including the length of time spent in shelters, lack of security in shelters, and lack of separate facilities for men and women exacerbated women’s and girls’ vulnerabilities. There were anecdotal reports of sexual abuse of girls at shelters. In addition, the dire economic plight of women and girls following a disaster lead to instances of sexual exploitation – pressure to exchange sex for favors, services, commodities. One of the primary recommendations from this assessment was that disaster planning for Grenada must employ a gendered approach. In order to ensure that this approach is taken, it is important that the **National Disaster Management Agency (NaDMA) personnel are included in gender mainstreaming capacity building efforts, and the Ministry of Social Development support efforts to ensure that sectoral response addresses the needs of women and girls in multiple disaster contexts to protect them from GBV, including family-based violence such as IPV and CSA.**

The highest levels of Government are committed to continue the work, beyond legislation, to stop violence against women and girls in Grenada. The Medium-Term Agenda identifies “Strengthening interventions to combat domestic violence and child abuse” as a priority for 2019-2021. The operationalization of this commitment is evidenced by the Public Service Delivery Agreement (PSDA), a negotiated charter signed by the Permanent Secretaries in five Ministries (Social Development, Health, Youth Empowerment, Education, and Legal Affairs), as well as the Heads of the RGPF and CPA in April 2019, to strengthen interventions to combat domestic violence and child abuse. This PSDA is in effect from April 2019-December 2021. The aim of the PSDA is to improve coordination within the Grenada Public Service to support delivery of cross-cutting outcomes. The Government recognizes that the issues which must be tackled by the Public Service are not always the responsibility of a single ministry/department. Through its focus on outcomes, the PSDA process helps to break down artificial barriers in policy making and delivery, encouraging departments to think, plan and work together to cross administrative boundaries to deliver on the strategic priorities (PSDA, 2019: DV & CA). The administrative unit for Social Services in Carriacou and Petite Martinique is located in Carriacou and is not an explicit partner to the PSDA agreement. This is a gap that needs to be addressed, as it has direct implications for implementation of actions for elimination of family based VAWG in Carriacou and Petite Martinique.

The governmental units that are party to the PSDA are well-positioned to work in an integrated way, but they will require the necessary supports, in terms of capacity and resources, to ensure that each partner in this process is able to contribute its very best work to the collaboration. This is one of the keys to sustainability of this integrated approach to combat family based VAWG. However, challenges to sustainability include funding gaps for implementing family based VAWG, as well as limited use of gender responsive budgeting mechanisms. In Grenada’s Belem do Para Compliance Report for the period of 2014-2016, it was discussed that Grenada’s national mechanism does not currently have the capacity to do a detailed analysis of the national budget to determine the total allocation to expenditure on the implementation of VAW programmes [including family violence programmes], in particular the recurrent expenditure. Although this remains true today, a review of the Appropriation Bill (i.e. Estimates of Revenue and Expenditure) for 2019 indicates that of the Ministry of Social Development’s total expenditure of \$10,683,537.30 USD, 4.21% (\$449,672.21 USD) was allocated to Gender and Family Affairs. Recurrent

²⁹ ECLAC Subregional Headquarters for the Caribbean, Grenada: A Gender Impact Assessment of Hurricane Ivan – Making the Invisible Visible, 2005.



expenditure accounted for 81%, while Capital expenditure accounted for 19% of the total allocation to Gender and Family Affairs. Under capital expenditure, government's funds were allocated under the heading of "*Domestic Violence & Gender Equity*", while grant allocation was under the heading of "*Social Mobilization to End Gender Based Violence*".

It should be noted that the Government is cognizant of these data gaps and is in the process of formulating a National Strategy for the Development of Statistics (NSDS), for which an assessment of the current system has recently been completed. The current system is essentially inadequate to meet the current data demands and an updated information management system is needed. The Central Statistical Office (CSO) needs to be strengthened so that it can lead this important initiative. When government agencies are fully equipped to do their best work, and when they work together in a coordinated way to address a societal problem, the chances of success are multiplied, and the efforts and effects are more sustainable.

Pillar 3 – Prevention

Gender inequality, **as evidenced by unequal power relations between the sexes, lies at the core of the problem of VAWG**. According to Heiss (2011):

It [VAWG] is caused by a combination of drivers operating at different levels of the social ecology. These risk factors include a person's genetic predisposition, developmental history and attitudes or beliefs; their relationships and household dynamics; community factors such as social norms and levels of poverty; and macro-level factors such as religious ideologies, gender regimes, and market forces that affect realities at all the other levels³⁰.

In countries like Grenada where IPV and Child Sexual Abuse (CSA) are highly prevalent, evidence suggests that social norms underpinning this behaviour tend to pertain to gender roles, power and the wider acceptability of violence contributing to shared expectations around a man's use of violence, rather than social norms specifically relating to IPV. In Grenada, there are a number of deeply entrenched societal norms (see Box 1) that reinforce the unequal gender power relations and the intersecting forms of discrimination and violence that women and girls experience.

Box 1. Entrenched Social Norms

- Religious views about the right of men to be leaders, especially in the private sphere of the family household
- Deeply rooted sentiments about male entitlement to women's bodies
- Belief in the inferiority of women;
- Perception that domestic and family violence is a private matter that should only warrant state intervention when it is "serious"
- Acceptance of corporal punishment as an acceptable approach to discipline "bad behaviour"
- Tolerance for alcohol abuse that normalizes its excessive consumption

The most recent Shadow Report for CEDAW captured anecdotal evidence of the above prevailing views:

³⁰ Heiss, L. (2011) What Works to Prevent Partner Violence? An evidence overview, London: DFID <http://www.oecd.org/derec/49872444.pdf> cited in Alexander-Scott, M. Bell, E. and Holden, J. (2016) DFID Guidance Note: Shifting Social Norms to Tackle Violence Against Women and Girls (VAWG). London: VAWG Helpdesk

“The Public awareness campaigns run in particular by the Grenada National Organisation of Women (GNOW) reveal that although the male opinion leaders are generally sympathetic to the issue of child sexual abuse, they are not as sympathetic to gender-based violence against women. Female facilitators are often attacked as being manly, and scriptural passages and purported theology about the place of women relative to the man as the head of the household were advocated. This was during programs to mark International Women’s Day during the campaign to raise awareness to identify and stem sexual harassment³¹.”

In the Eastern Caribbean, including Grenada, girls from all socio-economic, ethnic and educational backgrounds are at risk of sexual abuse. Although CSA in general can occur as a single phenomenon, the presence and interplay of other social factors, such as – social norms based on patriarchal values, domestic violence, family history of sexual abuse, status of children, cultural perceptions and attitudes to abuse, substance abuse, witnessing abuse, low socioeconomic status (particularly where this leads to the economic dependence of women), gender inequality and lack of social supports – may indicate increased risk.³²

Among focus group participants in the Grenada arm of the study³³ young people discussed the lack of ‘openness’ about sex in Grenadian society as a factor contributing to CSA. They believed that sex was still very much a taboo subject, especially between children, young people and parents, thus creating a major obstacle to openly disclose teenage sexual activity, including abusive or non-consensual incidents. Although child abusers and victims of CSA cuts across all educational backgrounds, there was some evidence that education acted as a protective factor for the abuser (p.99).

Furthermore, the Eastern Caribbean study on CSA found that less than half (40.9%) of the participants believed that child sexual abuse happened within the family; 65.5% believed that the most likely perpetrators of child sexual abuse are the child’s parents, and 37.8% believed the most likely perpetrators were other family members. Just over half of the participants (53.6%) thought that step-fathers were more likely than biological fathers to sexually abuse children in the family, and almost half (47%) of the respondents thought the most likely person to abuse a child was the mother’s boyfriend.³⁴ The majority of respondents (70.2%, N=603) believed that ‘Women sometimes turn a ‘blind eye’ when their partners have sex with children in their families’. Most respondents (76%, N= 653) thought that sexual activity between adults and children was never acceptable no matter what the circumstances. Of those who disagreed with the statement, people from rural communities outnumbered those from urban communities by 2:1. Additionally, people from rural communities were almost twice as likely as those from urban communities to believe ‘Women refusing to have sex with partners is a reason for men seeking to have sex with children’, and younger people (18-30) were more likely to think this than people over the age of 30. The study also suggests that there is a dominant perception that men are weak and easily tempted and thus perhaps not able to control themselves. Conversely, it also suggests that girls are somehow held as partially responsible for men’s behaviour because of the way they dress and the very fact of girls’ physical/sexual development. Table 5 highlights some of the findings related to factors contributing to CSA in the Eastern Caribbean, including Grenada.

³¹ CEDAW Shadow Report

³² Jones and Jemmott. 2009. Perceptions of, Attitudes to, and Opinions on Child Sexual Abuse in the Eastern Caribbean.

[http://eprints.hud.ac.uk/id/eprint/8923/1/Child Sexual Abuse in the Eastern Caribbean Final 9 Nov.pd](http://eprints.hud.ac.uk/id/eprint/8923/1/Child_Sexual_Abuse_in_the_Eastern_Caribbean_Final_9_Nov.pd)

³³ Ibid.

³⁴ Ibid.

Table 6. Factors contributing to child sexual abuse in the Eastern Caribbean, including Grenada (Jones & Jemmott, 2009)

Factors contributing to child sexual abuse	Percentages
'Men's negative attitudes towards women is a reason for child sexual abuse'	No = 59.5% Yes = 13.7% not sure = 27.2%
'As it is a man's role to provide for his children, it should be up to him to decide when it's OK for his children to be involved in sex'	No = 74.6% Yes = 12.8% Not sure = 7.8%
'Women refusing to have sex with partners is a reason for men seeking to have sex with children'	No = 62.6% Yes = 17.5% not sure = 13.9%
'Girls draw men's sexual attention by the way they dress'	No = 77.2% Yes = 12.5% not sure = 5.4%
'Men view girls who show off their bodies as inviting them to have sex'	No = 19% Yes = 65.8% not sure = 10.1%
'Girls who are not considered attractive are not likely to be approached for sex'	No = 83% Yes = 9% not sure = 5%
'Families in which sex between children and adults has occurred for generations without any apparent harm is OK because it has become a family pattern'	No = 84.1% **Yes = 5.5% not sure = 6.5%
'In some families sex between adults and children is considered normal'	No = 50.2% Yes = 25.3% not sure = 19.7%
'In some families sex between brothers and sisters is considered normal'	No = 57.2% Yes = 22.4 % not sure = 16.6%
Children don't tell because they are scared	No = 7.7% Yes = 82.3 % not sure = 4.9%
children did not tell because they did not mind that this had happened to them	No = 79.7% Yes = 9.2 %, men were almost twice as likely to think this not sure = %

It is important to note many of the adult victims of CSA had grown up witnessing violence from men in their households, and had experienced extensive physical violence inflicted by mothers, sometimes a consequence of the child disclosing the sexual abuse. This highlights the link between child sexual abuse and forms of IPV, and the need to also consider the impact on 'secondary' victims, i.e. the effects of violence on those who witness it, especially children and young people.

The root causes and risk factors identified as contributing to IPV and CSA as types of family violence provide a good starting point to understand the complexity of their drivers of IPV and CSA in the Grenada context, and has implications for help-seeking, as well as legislation, policy, research and programming under the Spotlight and other initiatives for the EVAWG in Grenada.

It is important to underscore that under-reporting of VAWG in Grenada is a serious concern. According to the Director of Social Development in the Ministry of Social Development, "many victims of sexual abuse

and domestic violence do not report these cases to [the] authorities. Victims may remain silent because of stigma, self-blame, fear of the perpetrator, but above all, lack of confidence in the system”³⁵.

Furthermore, as highlighted in Figure 3, the Situation Analysis of Children in Grenada (UNICEF, 2017) indicated that the most cited reasons for not reporting child abuse were “It’s not their business”, “Fear of negative consequences” and “Embarrassment stepping forward”. Over 40% of the respondents cited that they “believe that child sexual abuse does not merit reporting”.

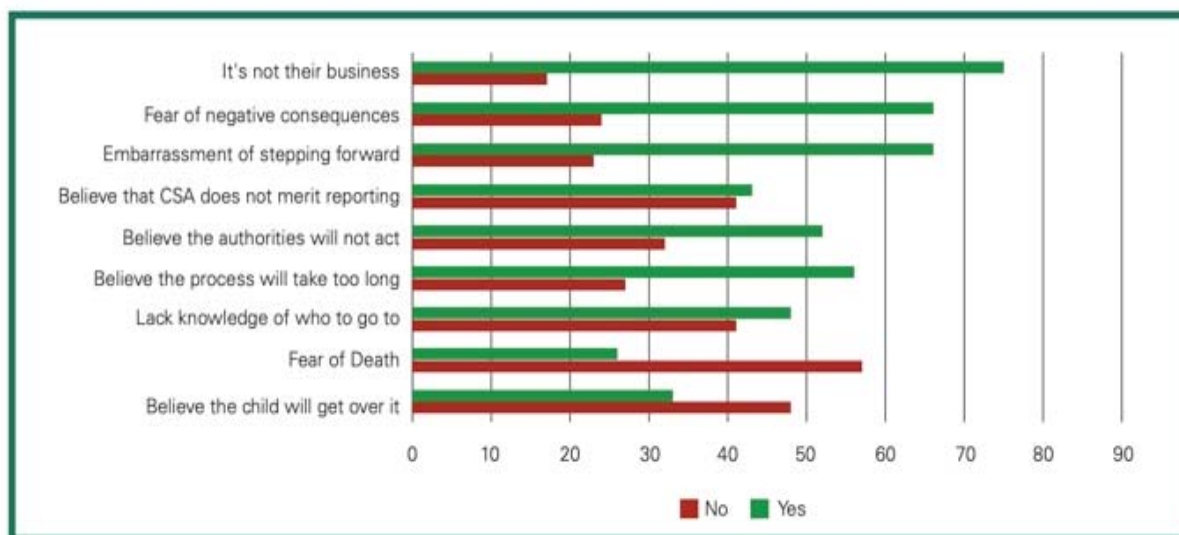


Figure 3 Reasons child abuse may not be reported

It is stated in the Final Evaluation of the State Response to End Violence Against Women (2015)³⁶ that “... women as well as men have been led to believe that domestic violence is a “family matter” and that partners must try and work it out so as to preserve the family. As a result, many women “suffer in silence” and some prefer not to report the violence to anyone. Research in several countries including Barbados, The Bahamas, Dominica, Guyana, and Trinidad and Tobago has shown that less than 30% of battered women report it to the police but would sometimes seek advice from family and friends.”

Shifting these harmful social norms is critical if Grenada is to address the scourge of IPV and child sexual abuse. Based on the above normative examples, there is a need to engage opinion leaders nationally and at the community level, including spiritual leaders, to change their beliefs about VAWG which will help to shift those harmful norms that promote IPV and CSA.

Considering that all forms of VAWG are sustained by gender norms that embody gender inequality and unequal power relations³⁷, Grenada has implemented a range of initiatives for the prevention of VAWG designed at shifting social norms based on Grenada’s Gender Equality Policy and Action Plan (GEPAP) 2014-2024. One of the main aims of the GEPAP is to break traditional barriers forged by years of discrimination through patriarchy. Through engaging the main institutions of socialization, including the home, school, church and the media, the implementation of this policy tackles gender stereotypes head on and is partly aimed at eradicating discrimination through an evolution of mindsets. The following are

³⁵ Country Gender Assessment, Grenada, 2014

³⁶ Nicholas and Associates Consulting, Final Evaluation of the State Response to End Violence Against Women: Legislative & Policy Reform Implementation Programme (Grenada), April 2015

³⁷ Alexander-Scott, M. Bell, E. and Holden, J. (2016) DFID Guidance Note: Shifting Social Norms to Tackle Violence Against Women and Girls (VAWG). London: VAWG Helpdesk



examples of programmes by Government, CSOs and development agencies designed to address the prevention of VAWG in Grenada by shifting social norms. These initiatives address GBV and VAWG in general and do not all specifically address family based VAWG (i.e. IPV and child sexual abuse), and are primarily of an awareness, education and advocacy nature:

- Initiatives led by the Ministry of Social Development, Housing and Community Empowerment under the State Response Project to End Gender Based Violence and the Social Mobilization Project - both funded by UN Women. The initiatives included public education on the laws and services, behaviour change communication and public sensitization. Several of the activities under these projects were done in collaboration with civil society organizations.
- Annually, the Ministry of Social Development and others in collaboration with the Ministry of Education, has led a National Secondary School Tour, targeting students in Forms 3- 5 (ages 13-18). Some of the campaign themes have been “GBV is me business: Is yuh business too”, “I Respect you, You respect me: Valuing Boundaries” and “IRepNonViolence”. In one-year, primary schools were included, targeting Grade 5 students (ages 9-10).
- The Royal Grenada Police Force has engaged communities and schools on sexual violence and child abuse and has led several walks in various parishes to sensitize the public on these issues.
- Another major campaign that saw close collaboration between state and non-state actors was the European Union funded “None in Three initiative” that not only engaged communities in becoming spokespersons and activists against DV, but also pursued an innovative approach involving the creation of a computer game as an educational tool to reduce negative attitudes linked to aggressive and violent behaviors.
- There are a number of Initiatives led by civil society, including a large Caribbean Development Bank (CDB) funded project implemented by the Legal Aid and Counseling Clinic (LACC) that supported evidence-based Psycho-Social and Psycho-Educational Programming for the Prevention of Gender Based Violence.
- A number of activities run during the 16 Days of Activism to End Violence by the Grenada National Organisation of Women (GNOW), again including innovative approaches like a “Victim Speak Out” Exhibition.
- Grenada Planned Parenthood’s mandate to provide sexual and reproductive services has also facilitated community interventions aimed at dispelling widespread and harmful myths about gender identity and sexuality which encourage sexual violence and other forms of GBV.
- The Girl Guides Association of Grenada launched a “Voices against Violence” Curriculum in 2017, as a preventative measure as it relates to violence against women and girls.

In addition to the above initiatives, at the school level, the Health and Family Life Education (HFLE) Curriculum which is regionally mandated by CARICOM is administered through the Ministry of Education (MoE) in the public school system (i.e. from Kindergarten to Form 3 in secondary schools), and adopted by some private schools. HFLE is a life skills-based curriculum which includes a unit titled “Exploring Gender Issues”. Based on the school enrolment rate in Grenada, it can be argued that HFLE reaches a very large number of adolescents to provide age appropriate sexuality and sexual health education. A qualitative study³⁸ in Grenada revealed perceptions that HFLE was not effective in reaching students due in large part to the lack and/or quality of the training that teachers received, as well as teachers’ own experiences with sexual violence. Furthermore, there were concerns that schools independently made decisions about what aspects of the sexuality and sexual health module to implement, with some principals placing less priority on HFLE because it is not an examinable subject. The HFLE program has implications for changing societal gender norms around sexuality, including family-based VAWG, as well as for facilitating help-seeking from teachers and essential service providers as envisioned in pillar 4 of the SI. **There is a need to further**

³⁸ Frame, Tonia Laura (2012) Socio-cultural and programmatic contextual influences on adolescents’ sexual and reproductive health help-seeking behavior in Grenada. United Kingdom: The University of Leeds



examine the gender component of the curriculum as well as address other gaps identified, and to provide comprehensive sexuality education (CSE) for in- and out-of-school adolescents in Grenada, Carriacou and Petite Martinique.

In-school programming has also sought to use a whole-school approach to reduce all forms of bullying, corporal punishment, student-on-student violence and student-on-teacher violence. The school-based violence prevention approach has been endorsed by CARICOM and OECS. It focuses on actions to improve the psycho-social environment addressing child protection, bullying, child abuse promoting the use of school-wide positive behaviour management strategies including outreach to parents. Skill-based HFLE is also an integral component ensuring the students learn the needed the needed inter and intra-personal skills for peaceful co-existence.

To date, there have only been short-term programs targeting out- of-school young people to provide information, and to build skills and values to inform their decisions about their sexual and reproductive health and rights. Reaching out-of-school young people, especially those who have dropped out of the formal education system and can be considered a vulnerable population, is critical to addressing gender inequality and unequal power relations that drive IPV and child sexual abuse as types of family-based violence in Grenada.

In 2016, the Grenada Planned Parenthood Association (GPPA) launched the “Know it, Own it” campaign to raise awareness around the need for better CSE. The campaign activities included calls to relevant Ministers of Government, and school competitions and activities organized by the youth arm of GPPA – the Youth Advocacy Movement (YAM).

The Ministry of Social Development has implemented the National Parenting Programme since 2007 to provide overall direction, training and information for parents, in an effort to strengthen parental responsibility and their ability to protect their children. The programme is operated in collaboration with 10 Government and NGO stakeholders, including the Child Protection Authority, the RCP, the New Life Organization (NEWLO), the Programme for Adolescent Mothers (PAM) and others. The curriculum includes a range of topics including conflict resolution, alternative disciplinary approaches, the signs and effects of child abuse and how to protect your child from abuse, and roles and responsibilities of parents and children. Activities include parenting training programmes, men as fathers, parenting support groups and family information services.³⁹ The programme is conducted at antenatal clinics, and various other sites such as, schools, churches, etc., based on requests or referrals from Parent Teachers Associations, Faith-based Organizations, judicial system, social services (e.g. social worker and SEED program), and child protection authority (CPA). A large proportion of the participants are women. However, the programme does not specifically target parents with or who have children with disabilities. **Overall, there is need to strengthen the programme’s content on IPV and child sexual abuse and how it affects development of children as well its impact across the life cycle, and strengthen the content on non-violent parenting, as well targeting parents, especially women with or who have children with disabilities who may be a high risk for IPV and child sexual abuse.**

The Partnership for Peace (PfP) intervention referred to as “The Man-to-Man Programme” is a culturally-adapted and theoretically driven domestic violence diversion program for perpetrators who were charged under Grenada’s Domestic Violence Act of 2001 (Division of Gender and Family Affairs, Ministry of Social Development, 2001) to voluntarily enroll into the PfP as an alternative to imprisonment or fines. Administered by the Legal Aid and Counselling Clinic, the 16-week programme commissioned by UN Women with additional support from CIDA has been conducted for 14 cycles reaching 170 men. Based on the success of this programme, consideration should be given to involving these reformed participants in community outreach activities targeting other men to change social norms around IPV.

³⁹ UNICEF, 2017. Situation Analysis of Children in Grenada. UNICEF Office for the Eastern Caribbean Area. https://www.unicef.org/easterncaribbean/ECA_GRENADA_SitAn_Web.pdf



Currently, there are no workplace interventions to address any type of VAWG in Grenada. However, the private sector has signalled its commitment to participate in workplace interventions that promote the elimination of IPV and child sexual abuse. While a range of past and current VAWG prevention programmes have been implemented in Grenada, they have not been part of a cohesive and comprehensive prevention strategy to tackle family-based VAWG in general or IPV and CSA specifically across the life cycle and social ecology, suggesting a gap in prevention efforts to date. Furthermore, any prevention strategy must explicitly include the administrative units in Carriacou and Petite Martinique, as well as target key marginalized groups and include a framework for coordination of the strategy.

Emerging evidence and insights from practitioners suggest that in order to shift harmful social norms, programmes need to shift social expectations not just individual attitudes; publicise the change; and catalyse and reinforce new norms and behaviours.⁴⁰ Therefore, any intervention strategy for prevention of family-based VAWG should be guided by this methodology, in addition to requiring ongoing engagement with key sectors, including the public at large to learn lessons⁴¹ and to strengthen and intensify effective approaches that have been taken to date.

The UNICEF-supported Break the Silence Initiative was launched in Grenada five years ago and is a multi-pronged approach to protect children against sexual abuse and the risk of HIV. It seeks to reach victims and their families with a message to speak out and denounce sexual abuse and in doing so help to break the stigma and shame that surrounds the issue of child sexual abuse. The initiative is an advocacy platform directed at policy makers, health workers and police authorities to ensure the protection and treatment services needed to support and care for the victims. The blue teddy bear logo with a plaster on its heart, has been a powerful branding and advocacy message directed at diverse groups of stakeholders.

The Government of Grenada embraces the opportunity of the SI to ground its prevention strategy in evidence-based interventions targeting key groups such as young women and men, first time perpetrators and the general public through the media by addressing the multiple and intersecting forms of VAWG, guided by the principle of leaving no one behind and “reaching the furthest first.” Mass media campaigns are important as they reach a large proportion of the intended audience to convey messages about healthy behaviour via television, radio, the Internet, newspapers, magazines and other printed materials. Media campaigns use different strategies to change behaviour and cultural and social norms through social interaction and have been successfully employed to address a wide range of health attitudes and behaviour, including violence. However, it is important to note that success is more likely if mass media messages are tailored to targeted audiences using social marketing principles⁴² and creating a supportive environment that enables the intended audience to make changes, for example, by mobilizing communities in support of the campaign.⁴³ **Engagement with the media will also address their approach**

⁴⁰ UNICEF, 2017. Situation Analysis of Children in Grenada. UNICEF Office for the Eastern Caribbean Area. https://www.unicef.org/easterncaribbean/ECA_GRENADA_SitAn_Web.pdf

⁴¹ Where evaluations of past and current initiative have not been conducted, it will require at least a reflective exercise among program staff and former/current participants to identify successes and failures to inform future programming.

⁴² Social marketing is a public health marketing methodology that uses commercial marketing techniques to promote the adoption of behaviors that will improve the health or well-being of the target audience or of society as a whole. There are four basic principles of Social Marketing referred to as the “4 Ps”. Product, Price, Place and Promotion. Product is what you are marketing. In social marketing the product is a behavior change or a shift in attitude. Price is the cost of changing behaviors - reframe the recommended behavior change so that the consumer realizes that the benefits of change outweigh the efforts or costs. Place is where and how the priority population can be reached. Promotion is the ways used to notify the public about the change messages.

⁴³ WHO. 2009. Changing cultural and social norms supportive of violent behaviour (Series of briefings on violence prevention: the evidence). https://www.who.int/violence_injury_prevention/violence/norms.pdf



to campaigns as well as their general work including use of stereotypical images and language that reinforces harmful norms and practices that perpetuate gender inequality and family-based VAWG. The role of the media as a social influencer will be directly tackled. Additionally, another element of the media-based prevention strategy builds on linkages between other SI pillars as part of the overall strategy to eliminate family-based VAWG. For, example, in-school and out-of-school programming for children, adolescents and young people should seek to ensure knowledge of relevant protection laws and policies being strengthened under Pillar 1 (legal literacy), Essential Services supported under Pillar 4 as well as accountability and redress mechanisms available supported under Pillar 6.

Pillar 4 – Essential Services

Violence against women and girls (VAWG) is the most widespread form of abuse worldwide, affecting one third of all women in their lifetime. VAWG undermines the mental and physical health of women and girls, violates their human rights and can have a negative impact on long-term peace and stability. Women and girls who are survivors of violence have the right to services that prioritize their safety, health, and well-being, that are victim-centered, and that are timely, accessible, and of high quality. Additionally, the services should be culturally and linguistically appropriate, and should Leave No One Behind. Services should be well-coordinated with informed consent, privacy and confidentiality protections at each point of service, and actions should also be taken to address perpetrator accountability.

The primary sectors that provide these essential services are Health, Justice and Policing, and Social Services (including psychosocial and safety net services). The Essential Services Package⁴⁴ is a guidance tool by the United Nations Joint Global Programme on Essential Services for Women and Girls Subject to Violence, a partnership by UN Women, UNFPA, WHO, UNDP and UNODC. It identifies the essential services to be provided by these sectors to all women and girls who have experienced gender-based violence. This package also provides guidelines for the coordination of these services.

In Grenada, these essential services are provided primarily by the GBV Unit in the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment as well as the Child Protection Authority, Ministry of Health, the Special Victims Unit (SVU) in the Royal Grenada Police Force, and the Justice sector. The SVU is part of the Criminal Investigations Department of the RGPF and is operated by police officers trained to respond to cases of GBV and child abuse. The unit delivers direct services to victims and facilitates an improved response by all Police Stations throughout the State. Part of their work also includes advocacy. The SVU operates a Hotline for reporting incidents, and Protection Orders can now be obtained through the unit. In the Justice sector, the tracking of cases of VAWG from the charging and pre-trial stages, right through to prosecution and sentencing is critical. This type of monitoring/surveillance, particularly in relation to domestic violence and sexual offences, focusses on the primary areas of contact that victims have with the justice system. Data collection and analysis should involve the gathering of data on police reports, charging trends, bail conditions, the withdrawal of charges by the prosecution, conviction rates, and types of sentences imposed.

In addition to its coordinating function, the Ministry of Social Development, Housing and Community Empowerment also provides direct Social Services to survivors, including counselling, a psychoeducational programme developed specifically for survivors, child protection, and social safety nets such as the Support for Education, Empowerment and Development (SEED) Programme which provides financial payments to the poorest and most vulnerable, and housing and relocation to Cedars Home for Abused Women and Their Children, if needed. Cedars Home is an emergency and medium-term shelter for victims of IPV and their young children, but the facility is not child friendly and boys over age 12 are not allowed in with their mothers due to space and supervision constraints. It is the only shelter for women who were victims of IPV

⁴⁴ <https://www.unfpa.org/sites/default/files/pub-pdf/Essential-Services-Package-en.pdf>



in Grenada and it is in dire need of programmatic support (e.g. crisis counselling) as well as support for improving the facility (e.g. increasing capacity). Figure 3, a flowchart of essential services, illustrates the interconnections between and among the various service providers and the various types of services provided.

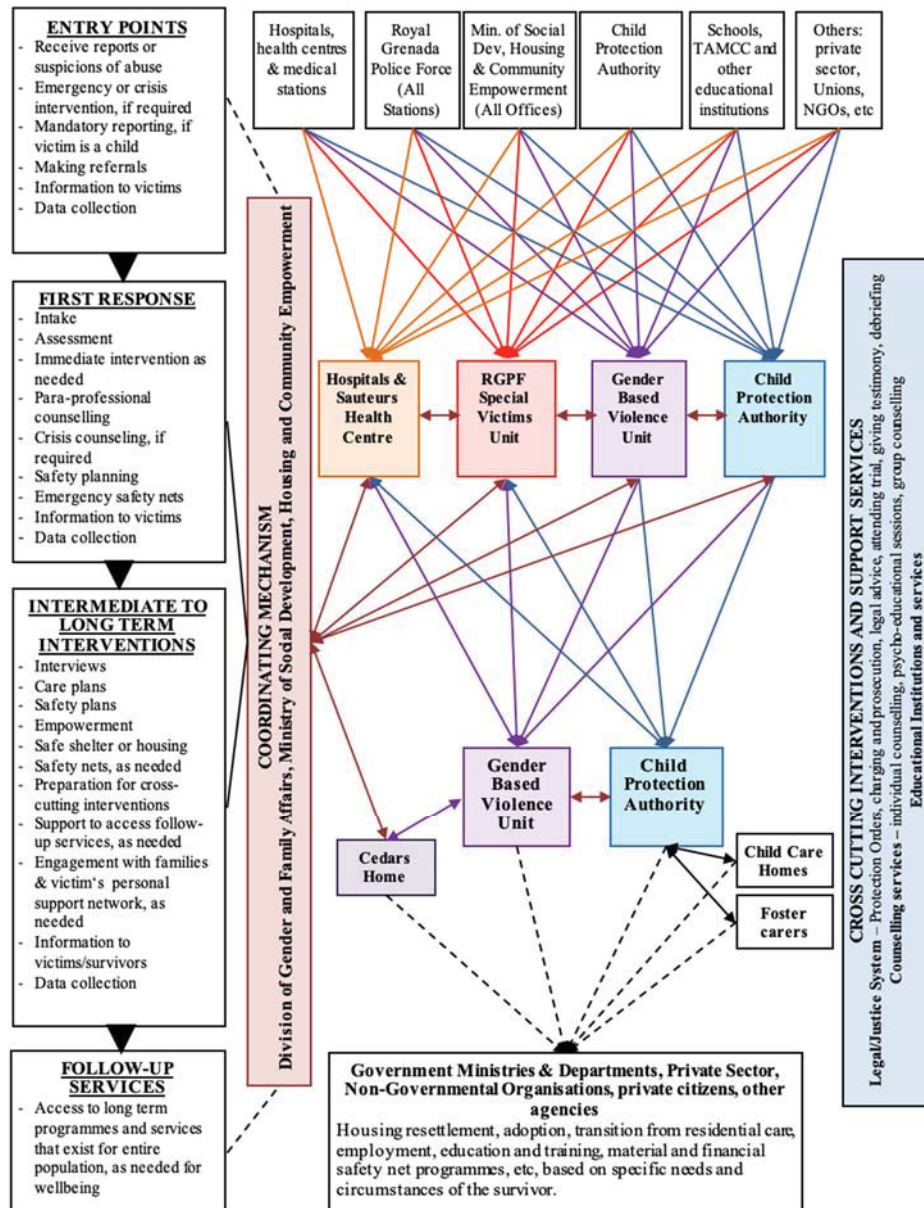
As indicated in the Flowchart, a number of NGOs also provide direct services to survivors. These include:

- Legal Aid and Counselling Clinic (LACC) is a service delivered through the Grenada Community Development Agency (GRENCODA), an NGO. LACC provides the following direct services to survivors of GBV: general legal advice and representation, counselling and psychological services, psycho-social and psycho-educational programmes, and mediation services. LACC also administers the Changes Programme – an evidence-based psycho-social programme for survivors of GBV, and the Man to Man Programme, which is a court-mandated violence intervention programme for perpetrators of GBV. LACC has been providing these programmes since 2005, receiving a subvention from Government, and has also received support from UN Women, CIDA, and CDB.
- Sweet Water Foundation offers a Sexual Violence Help line.
- Grenada Planned Parenthood Association (GPPA) provides sexual and reproductive health services and education to women and girls, including through their youth arm (i.e. Youth Advocacy Movement) where they use peer counseling, youth entertainment and talent to reach young audiences. GPPA receives funding from the International Planned Parenthood Federation and other sources, as well as a subvention from the Government.

While a full assessment of the essential services currently provided to survivors in Grenada is needed, some gaps and deficiencies have already been identified.

- The development/revision and full implementation of Standard Operating Procedures across sectors (Health, Social Services, Police, Justice) to ensure the effective provision of comprehensive survivor-centered care.
- A system of assisted referrals to facilitate survivors' access to all of the services and supports that are available to them. This process can be facilitated by establishing priority routes for access.
- The lack of capacity to conduct forensic examinations, collect and manage forensic evidence, and to access a forensics laboratory on island remain significant gaps in survivor services.
- Actions emanating from the findings of assessments of the Special Victims Unit, the Child Protection Authority, and the Cedars Home for Abused Women and their Children must be taken.
- Consideration should be given to expanding the geographical reach of the Special Victims Unit, which is performing well, but is not easily accessible to Parishes beyond St. George.
- In the Justice sector, the tracking of VAWG cases is critical. It facilitates identification of not only gaps in justice responses to VAWG, but also creates the opportunity for detection of "bottle necks" and monitoring of attrition. While the Special Victims Unit has made undeniable progress in record keeping, there is significant scope for improvement in the collection of data as cases progress from the point of law enforcement intervention through the other critical stages of the justice system.
- Ensuring that all health service providers, including the Ministry of Health and Grenada Planned Parenthood Association (provider of SRHR services), are fully equipped with the tools needed to provide high quality services.
- Effective outreach and access to information and services by marginalized and vulnerable groups in Grenada.

Figure 4: FLOWCHART FOR SERVICES



An assessment of IPV survivor's perceptions of the essential services was done in Grenada, revealing several issues and concerns.⁴⁵ These women were generally **dissatisfied** with the services shown in Table 6.

⁴⁵ Spotlight Consultation with Survivors of IPV, July 29, 2019.

Table 7: Services for which Survivors Expressed Dissatisfaction

<ul style="list-style-type: none"> • The urgent medical care received (primarily wait time, no prioritisation, lack of privacy, and casualty context) 	<ul style="list-style-type: none"> • Police response and follow-up (with the exception of the Special Victims Unit, which was very highly regarded)
<ul style="list-style-type: none"> • The general lack of counselling availability (post-trauma and thereafter) 	<ul style="list-style-type: none"> • Services for their children (specifically, the Child Protection Agency - issues of taking children away, and the difficulty in getting their children back)
<ul style="list-style-type: none"> • Inadequate emergency shelters and lack of longer-term housing options 	<ul style="list-style-type: none"> • Inadequate assistance in the court process
<ul style="list-style-type: none"> • Lack of material and financial assistance (they were unaware that these services exist) 	<ul style="list-style-type: none"> • Lack of skills training and employment assistance needed to “get back on their feet”
<ul style="list-style-type: none"> • Lack of perpetrator accountability 	<ul style="list-style-type: none"> • Lack of faith-based supports

Based on this assessment, there is a critical need to improve the quality of these services, and the institutions and agencies responsible for their delivery. While the assessments point to the need to improve urgent services, including first responders, protection, medical care, immediate shelter, and safety nets; there is also a critical need for longer term services, such as housing, counselling, skills training, recovery of children, and comprehensive SRHR services. The urgency of the needs of survivors demands a comprehensive response, including prioritizing their needs for safety net services.

The provision and quality of essential services for child and adolescent survivors of sexual violence must also be assessed. Services designed for adult victims are not appropriate for child and adolescent survivors. Key elements of the specialized care needed for child survivors include:

- Child survivors have access to child-centered case management services.
- Child survivors have access to child-specialized clinical care and treatment services.
- Health and psychosocial service providers coordinate care according to best practice.⁴⁶

Further, providers of services for children must have a thorough understanding of (1) laws and policies that regulate the responses to the suspected or actual abuse, such as mandatory reporting laws; (2) confidentiality protocols in child cases, including legal limits to confidentiality; and (3) ensuring the best interest of the child while balancing roles in decision-making.

Targeted supports and resources will be needed for these institutions and agencies to fully develop their capacities to effectively deliver on their mandates. A Technical Working Group entitled “Strengthening Services to Victims and Defining a Formal Mechanism for Response, Coordination and Networking to Address Sexual Violence, Intimate Partner Violence and Child Abuse” produced its report which was considered at a High-Level meeting. The following priorities for strengthening these institutions were identified:

⁴⁶ International Rescue Committee/UNICEF, Caring for Child Survivors of Sexual Abuse, First Edition, 2012. <https://www.refworld.org/pdfid/532aa6834.pdf>



- Strengthen the operations of each entity that has a specific mandate to provide short-term and long-term responses to GBV and child abuse, the GBV Unit, the Special Victims Unit (SVU), the Child Protection Authority (CPA), Shelters and Cedars Home for Abused Women and their Children, and Health Services.
- Improve the system of offender accountability, including a Sexual Offenders Registry.

A qualitative study⁴⁷ on the context of Sexual and Reproductive Health help-seeking among adolescents in Grenada found that many adolescents do not seek help themselves. Power imbalances (related to pillar 2) in adolescent dating and romantic relationships hindered adolescent girls' identification of SRH concerns, need for help and help-seeking. For example, participants discussed that some girls may not feel empowered to identify their SRH concern unless it is first identified by their male partner. In other cases, some girls may identify their SRH concern but not feel empowered to seek help. Girls may perceive that coping alone is tantamount to being empowered or autonomous, or they may be embarrassed to seek help. Girls' blaming themselves for causing the concern was also found to hinder help-seeking behaviour. These findings suggest that special attention must be paid to reaching and effectively serving adolescent girls and other vulnerable groups in Grenada, including disabled persons, sex workers, rural women and girls, elderly women and persons living with HIV, through focused outreach, advocacy, the provision of safe spaces, and innovative methods to improve the accessibility of information and services. Not only is it essential that these women and girls participate in the planning of activities and programmes developed to improve their access to information and high-quality services, but also that services are designed so that service providers can initiate service provision to reach women and girls who may not have a voice or feel empowered to initiate help-seeking.

Finally, it is imperative that plans to improve these essential services explicitly include the administrative units in Carriacou and Petite Martinique to ensure national coverage.

Linking with Pillar 1, improving access to Essential Services to survivors of violence, will require the full implementation of the Victims Rights Policy, which would include addressing the absence of provisions in the law regarding the right of a minor to access these services without parental consent. Linking with Pillar 4, it is also imperative to develop a system for the collection of official administrative data on intimate partner violence and sexual abuse.

The provision, coordination and governance of essential health, police, justice and social services can significantly mitigate the consequences that family violence has on the well-being, health and safety of women and girls' lives, assist in the recovery and empowerment of women, and stop violence from reoccurring. Essential services can diminish the losses experienced by women, families and communities in terms of productivity, school achievement, public policies and budgets, and help break the recurrent cycle of violence.

Pillar 5 – Data

To develop effective legislation, policies and programmes to stop violence against women and girls, it is essential to gain a full understanding of the problem – the extent of it; its contexts, its causes, its consequences and its impacts. **The importance of data collection, analysis, and dissemination cannot be overstated. Nonetheless, this is a challenging area for Grenada.** The World Bank calculates the Statistical Capacity Indicator (SCI), which is a composite score assessing the capacity of a country's

⁴⁷ Frame, Tonia (2012) Socio-cultural and programmatic contextual influences on adolescents' sexual and reproductive health help-seeking behavior in Grenada. United Kingdom: The University of Leeds



statistical system.⁴⁸ The SCI is based on a diagnostic framework assessing the following areas: methodology; data sources; and periodicity and timeliness. Countries are scored against 25 criteria in these areas, using publicly available information and/or country input. The overall Statistical Capacity score is then calculated as a simple average of all three area scores on a scale of 0-100. Grenada's SCI was 53 in 2017. This placed Grenada 14th of 17 countries in Central America and the Caribbean (World Bank).⁴⁹

Grenada's Domestic Violence Act (2010) is the only legislation that mandates the collection of specific data by the Royal Grenada Police Force. The specific report form is mandated, but the requirement to keep a Domestic Violence Register has not yet been fulfilled. There are not yet periodic statistical and qualitative reports on VAWG, nor does this or any other legislation cover the security conditions under which data must be stored and disseminated to other sectors to protect women's and girl's privacy and to maintain confidentiality.

Currently, **there is not a comprehensive Information Management System in place to fully manage the data needs of Government and Civil Society.** As reported in Grenada's Belem do Para Convention Country Report (2017)⁵⁰:

"Regulations covering Grenada's obligation to conduct regular research, surveys and studies are limited. At present there are no such regulations covering the country's obligation to carry out regular research, surveys and studies on:

- Different manifestations of violence against girls and adolescents, adult women and elderly women and which consider both the private and the public as a scenario where violence happens
- Monitoring and assessing policies, plans, programs, strategies, and actions
- Provision of free access information of a statistical nature generated by public sector institutions."

The Government is, however, in the process of formulating a National Strategy for the Development of Statistics (NSDS) and has recently conducted an assessment of the current National Statistical System (NSS).⁵¹ The Central Statistical Office (CSO) in the Ministry of Finance, Planning, Economic Development and Physical Development, is charged with fulfilling the statistical needs of the Country, as well as providing information for monitoring regional and sub-regional growth and development. The primary issues emanating from the assessment are:

- Inadequacy of data to support policy formation
- Delays in the dissemination of data
- The need for improved management of the data production cycle
- Inadequate resources

An integrated data management system can provide decision-makers with critical information that informs planning and operations. Data-driven evaluation of policies and programmes can be done in a timelier manner, allowing for revisions, scale-ups, or in some cases, expedited discontinuations. In addition to the benefits for Government operations, NGOs and other non-governmental entities that administer programmes or provide services could also access the system for specified information or analyses. Also, the system could and should be used to generate citizen-friendly reports to inform the Grenadian public of issues or trends of interest. Finally, the system should ensure that the Government can comply when specific data requests are made from external sources, such as development/donor agencies.

⁴⁹ <http://datatopics.worldbank.org/statisticalcapacity/>

⁵⁰ <https://www.oas.org/es/mesecvi/docs/FinalReport2017-Grenada.pdf>

⁵¹ Government of Grenada, NSS Assessment, 2018



CARICOM collects data on core indicators for the Sustainable Development Goals and publishes an assessment of data availability in Member States and Associate Members.⁵² The CARICOM Survey Model (i.e. household survey) for measuring Prevalence of Gender-Based Violence was agreed by the CARICOM Council for Human and Social Development (COHSOD) in May 2014 to be piloted in the region. From 2016 to 2017 the survey was piloted in Jamaica and Trinidad & Tobago. **Data collection is now complete in Grenada (in partnership with the Caribbean Development Bank) and in Guyana, where the survey was piloted in 2018 and survey reports are being prepared.** In the latter country, UNDP and USAID are also leading partners. The IDB has financed data collection in Suriname, also in 2018, using the same methodology and strategy approved by the COHSOD in May 2014. In 2018, Grenada was able to provide baseline data on 60% of the core Caribbean indicators, which is slightly above the average for CARICOM States, but strides should be made to provide data on all of the core indicators for the Region. On indicators for SDG 5 (Gender Equality) and SDG 16 (Peace, Justice, and Strong Institutions), data were not available on 11 of the 19 indicators.

A review of the UNDP 2018 Statistical Update on Human Development Indices and Indicators also reveals missing data for Grenada, resulting in an inability to calculate the Gender Development Index and the Gender Inequality Index. With regard to the UNDP's Women's empowerment data, which includes reproductive health and family planning, violence against women and girls, and socioeconomic empowerment, 7 of the 13 indicators were missing for Grenada.

The Grenada Country Report (Third Round) on the progress of Grenada in the implementation of the Belem do Para Convention (2017) stated that, while Grenada's response to the results indicators had improved, "this reiterated the absence of research and the unavailability of data/statistics on violence against women remains a problem." Some headway, however, is being made. As reported in the Grenada Comprehensive National Review on Implementation of the Beijing Declaration and Platform for Action (2019): "In 2017, Grenada embarked on an initiative to conduct a prevalence survey on violence against women. It is part of the UN Women/CARICOM Pilot Programme.

The Survey, entitled "Women's Health and Life Experiences Survey" (WHALES) was conducted in 2018 based on the World Health Organisation Model. This national survey:

- provides a comprehensive examination of the nature and prevalence of physical, sexual, emotional and economic IPV against women and girls in Grenada;
- enables the identification and comparison of risk and protective factors for IPV; it Documents the health consequences of IPV for women;
- explores the coping strategies used by women experiencing IPV; and
- measures progress on SDG Targets 5.2 and 5.3 on the elimination of violence against women and girls.

The primary findings have been analysed and compiled and are currently being reviewed by Government.

⁵² The CARICOM Regional Statistics Programme (RSP) and UN Women, Multi-Country Office (MCO) - Caribbean launched a collaborative endeavor in early 2015, with the main goal of developing a set of indicators (the CARICOM Gender Equality Indicators - GEI) parallel to the Global Set of Minimum Gender Indicators to identify, assess, measure and track the persistent gender equality concerns and disparities across the CARICOM Region, in accordance with the newly adopted SDGs. The CARICOM GEI is a compendium of select gender indicators from the SDG framework, the Beijing PFA and region-specific indicators to monitor gender issues of concern (for example, indicators on drop-out rates) that are not in the global normative frameworks on gender or the SDGs. Four CARICOM countries, (Dominica, Grenada, Jamaica and Suriname) piloted the CARICOM GEI. A related initiative launched by CARICOM and UN Women MCO, is the development of a CARICOM Survey Model (i.e. household survey) for measuring Prevalence of Gender-Based Violence.



At this point, no secondary analyses have been planned; however, further analyses of such a rich data set can yield additional insights untapped via primary data analysis and should there be considered in collaboration with the key CSO and Government stakeholders, the Central Statistics Office and academia. The results of primary and secondary data analysis from the prevalence study will be critical for planning, reporting, and outcome/impact applications related to family related VAWG.

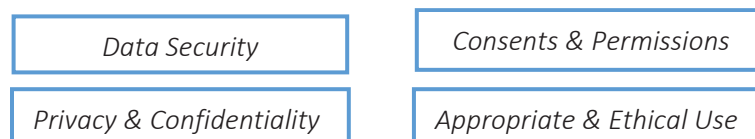
Grenada has developed a Draft Revised Statistics Bill, which seeks to form a National Statistics Institute as a Statutory Body to give greater independence for the production and dissemination of data. The capacity to collect, store, manage, analyze, and report data is essential to effective decision-making; therefore, it is critical that Grenada move as expeditiously as possible to put a comprehensive information system in place that explicitly includes a module for data on violence against women and girls. Grenada's development partners, specifically UNFPA, offer the following forms of assistance in the area of data collection on violence against women and girls⁵³:

- Supporting the development of suitable quantitative and qualitative indicators on VAWG, guided by national, regional and international standards; and supporting countries in data collection and analysis using these indicators.
- Supporting Demographic and Health Survey (DHS) to integrate modules on intimate partner and other forms of violence at national/sub-national levels.
- Carrying out evidence-based sociocultural research and how such factors contribute to VAWG.
- Collecting incident/case data from frontline service delivery sites, including health centres, police stations, shelters, women's centres, courts, etc.
- Utilizing its data expertise in developing models and projections for decision makers on the costs of inaction on VAWG.
- Addressing key research gaps, such as abuse during pregnancy

The development of suitable VAWG indicators must be done in alignment with globally agreed indicators and globally agreed methodologies.

Quality data and information are essential for all stages of evidence-based decision-making; therefore, it is critical that Grenada identify capacity gaps and build capacity in key ministries for collecting, storing, analyzing, and sharing critical data specific to violence against women and girls, child sexual abuse, family violence, and sexual and reproductive health and rights. In order to ensure that No One is Left Behind, it is important that the capacity to disaggregate data on multiple parameters, including sex, age, key populations, location, etc. is a feature in the data management system. Data capacity must be strengthened in both Government sectors (including health, justice, police, social services, education) and Civil Society organizations, where innovative technologies could be used for the collection of community-based data. This capacity building aligns well with Outcome 2.

Effectiveness cannot be determined without sound, high quality data and information systems – and there are no shortcuts. The capacity for data and information management must be developed in government and civil society; and these systems must adhere to established ethical principles. These principles include:



A clearly defined data management plan based on these principles must be developed. This plan should address the full range of operations, including:

⁵³ The Role of Data in Addressing Violence Against Women and Girls, UNFPA, 2013



- Data quality standards
- Specific data definitions and collection standards
- Issues of storage and security
- Data life cycle controls
- Data ownership and stewardship
- Best practices workflows
- Quality assurance procedures, including data verification and validation
- Regulations governing the sharing of data
- Ongoing tracking of data operations

For research projects, protections for human subjects must also be in place. Any research projects involving human subjects must seek approval from the Institutional Review Board (IRB) at St. George's University, in addition to clearances and approvals through the Ministry of Social Development or other appropriate Ministry.

The creation of an informed and inclusive culture around data management in and between organisations is key to effectiveness.

Pillar 6 – Women's Movements and Civil Society

Grenada has a long-standing history of women's activism, and its organized energy and commitment continue today. Civil Society Organizations (CSOs) in Grenada, Carriacou and Petite Martinique play a crucial role in developing and advancing positions and actions that expose and confront barriers and obstacles to the full and healthy development of women in society. However, as with many countries in the Caribbean, strategic coordinated organizing has waned over the past few decades.

A broad and diverse range of Civil Society Organizations are active in the Women's Movement in Grenada. Some provide direct services, while others work in the areas of prevention, advocacy, capacity-building, and training. The need for focused and sustained CSO involvement in this programme cannot be overstated. CSOs provide a level of commitment and community grounding that is invaluable for work around the elimination of family based VAWG in Grenada. CSOs are also vital to the Programme's commitment to diversity, inclusivity, and to Leaving No One Behind.

The primary CSO for women's advancement in Grenada is the Grenada National Organisation of Women (GNOW). GNOW is an umbrella NGO of thirteen-member organisations.

- ▶ The **Grenada National Organisation of Women (GNOW)** was launched in 1995 and registered under the Companies Act of Grenada in 1996. GNOW is a non-partisan non-governmental entity that aims to advocate for and improve gender rights for Grenadian citizens. Although the organization primarily focuses on women's issues, such as sexual violence and employment parity, it also advocates for the rights of children, men, and members of the lesbian, gay, bi-sexual, and trans-gender (LGBT) community. Ultimately, GNOW's mission is to "...create a change in the socialization and culture of power relations between women and men through sensitization and action for equal participation in the household, the community, the workplace and in national life."

GNOW is one of Grenada's most active NGOs working on behalf of women, organizing and implementing many projects, programmes, campaigns, and advocacy actions. Some of GNOW's past and ongoing activities include:

- **Protecting Minds & Bodies** – This programme aims to address child sexual abuse by educating, equipping, and empowering children between the ages of three and twelve to



identify and report sexual abuse. The program incorporates art, drama, song, and stories to provide children with comprehensive knowledge in distinguishing between “good touch” and “bad touch.” Picture books and puppetry were used to teach children how to identify inappropriate areas of touch. And, through songs called Moral Ditties, youth learned how to vocally speak out against sexual abuse.

- Civic Education - In preparation for the November 24, 2018 Constitutional Referendum on seven issues, including an expansion of the list of fundamental rights and freedoms. (Rights and Freedoms), GNOW implemented the training of persons to conduct a door to door campaign and town hall meetings to educate community members.
- International Women's Day – GNOW is an annual participant in International Women's Day and 16 Days of Activism campaigns, activities and forums.
- Ongoing Lobbying and Advocacy – GNOW represents the voice of women at meetings and consultations and organizes campaigns and forums for discussion and sensitization on issues related to the advancement of women in society.
- Ongoing Training and Capacity Building – GNOW develops the skills of personnel and member organisations to meet growing demands, and provides training to groups (life skills, leadership, et al), and facilitates workshops, panel discussions, etc.
- Ongoing Direct Interventions – GNOW created and supports a community support network for women experiencing gender-based violence; addresses Gender, Sexuality and HIV/AIDS through workshops for teachers, conferences for students, and sensitization activities for the public; and facilitates women's entry into the construction industry.

Since its inception, GNOW has actively and consistently engaged Government to prioritize women's rights legislatively. GNOW is an ardent advocate for gender equality, but this NGO typically moves beyond advocacy to collaborative action. In 2009, GNOW drafted the Sexual Harassment bill that is currently under consideration by Government. Additionally, GNOW's collaborative work with the National Machinery for Gender Equality and the Empowerment of Women in the Ministry of Social Development, Housing and Community Empowerment has resulted in the passage of the Domestic Violence Act (2010) and the National Domestic Violence and Sexual Abuse Protocol (2011), as well as the approval of the Gender Equality Policy and Action Plan, 2014-2024 (GEPAP).

Several CSOs currently provide direct essential services to survivors of VAWG. These are listed below.

- ▶ **Legal Aid and Counselling Clinic (LACC)** is a multi-disciplinary clinic offering psychological and legal services to the tri-island state of Grenada. It offers cost-effective services to low-income persons, particularly women and children. Past and ongoing work includes:
 - Ongoing legal advice and representation
 - Ongoing counselling and psychological services to members of the public
 - Ongoing evidence-based psychosocial and psychoeducational programming
 - The Changes Programme for survivors of GBV
 - The Man to Man Programme – a court-mandated programme for perpetrators of GBV
 - The Alternatives Programme for young men who have come into conflict with the law
 - Ongoing public education workshops on GBV, 36 completed in 2016-2018
 - Ongoing research (including evaluations)
 - Ongoing advocacy on issues pertaining to the well-being of women and children
 - Ongoing advocacy for legislative change on matters of public concern
- ▶ **Grenada Planned Parenthood Association (GPPA)** is a family-oriented health clinic providing sexual and reproductive health information and services. Their services include general health checks, contraceptive services, health education, counselling services, HIV testing and counselling, lab testing services, and more. Past and ongoing work includes:



- Two full-time clinics in St. George's and St. Andrews. The clinics offer comprehensive reproductive health services and counselling - ongoing
- Youth health clinics, which provide sexual and reproductive health advice, and skills and remedial academic training for teenagers who have dropped out of school - ongoing
- Ongoing public outreach, providing information about sexual and reproductive health, testing and condom distribution
- Social media sites for general information on sexual and reproductive health
- The *Community Top-Up Programme*, designed to make contraceptive products more easily accessible and available in shops, supermarkets, and pharmacies throughout Grenada, was launched in 2011 - ongoing
- The youth arm of GPPA, Youth Advocacy Movement (YAM), was launched in 2011 with the aim to keep young people informed and protected - ongoing

Leaving No One Behind is a key principle in this Initiative. Civil Society Organisations provide an essential link to the most marginalized Grenadians, including those facing multiple and intersecting forms of discrimination. The following are among key CSOs representing marginalized populations in Grenada, and their outreach and advocacy work is critical to reaching and serving these key populations. Additionally, they bring innovative ideas and strategies for addressing VAWG, including innovative data platforms.

- ▶ **GrenAIDS** is an umbrella CSO that aims to create effective and innovative activities to strengthen the AIDS response in Grenada. It focuses on HIV and AIDS awareness and education, including sexual and reproductive health for vulnerable and marginalized populations. Past and ongoing work includes:
 - Flash mobs – showcasing Stigma and Discrimination and Getting Tested – 2009
 - Art Competition – Primary and Secondary School – 2009
 - HIV and Condom drive – 2009–2010
 - PSA for Persons Living with HIV/AIDS – 2014
 - Food basket drive for PLHIV – 2010– ongoing
 - Community education through Poetry – 2014
 - Promotion of testing day together with Ministry of Health & Scotiabank – 2013
 - Poetry in communities
 - HIV Candlelight Vigil in collaboration with Ministry of Health – 2012–2014
 - Social media sites for Programmes, Information, Testing, Outreach and Support - ongoing
 - *Affirming Who I Am* programme –psycho-educational sessions on sexual and reproductive health - provided for differently-abled students in 2016, and ongoing
 - Health Expo on World AIDS Day – theme: Right to Health, 2017
- ▶ **GrenCHAP's** focus is advocacy for sexual and reproductive health and human rights for marginalized populations in Grenada. Past and ongoing work includes:
 - Training of Trainers of MSM as HIV/AIDS Educators (2006)
 - Contribution to Shadow Report to UN Human Rights Committee on *Sexuality, Gender, HIV Vulnerability & Human Rights in Grenada* (2007)
 - Interview for Documentary, *The Wave of Today, It Can Happen to Me* (2007)
 - Interview for UNAIDS Global Report, 2008
 - Sex Work Project on mapping and needs assessment for sex workers, 2010-2011
 - Creation and Screening of 2 plays, 2011-2012
 - *Love without Fear* Campaign (documentary and PSAs), 2011-2012 (ongoing)
 - LGBTI Awareness Training of Trainers for RGPF and Community Service Providers, 2015
 - *Breaking Barriers* – A Human Rights Advocacy Campaign, 2016
 - Women's Circle (monthly safe space for support), ongoing
 - Men's Happy Hour (monthly safe space for support), ongoing



- Movie Night (monthly safe space for viewing, appreciating, and discussing LGBT films)
 - Community Outreach, ongoing
 - Social media sites for Programs, Outreach and Support, Testing Information, etc., ongoing
- **Grenada National Council of the Disabled (GNCD)** is a cross-disability umbrella organization focused on advocating for the rights and equality of persons with disabilities, while providing support and services. Past and ongoing work includes:
- Ongoing outreach and support to guide, focus, and direct persons with disabilities to take responsibility for their well-being
 - The establishment of a certified Massage Clinic operated by visually impaired persons
 - The establishment of a home for mentally and physically challenged children and adults
 - The establishment of White Cane Industries, a manufacturer producing crafts made by persons with disabilities, providing blind and partially sighted persons in Grenada with essential independence skills, as well as vocational training to enable them to generate a dependable income.
- The participatory engagement of Youth CSOs, including the **Girl Guides Association of Grenada** and the **Youth Advocacy Movement** (the youth arm of Grenada Planned Parenthood), is critical to reach and serve adolescent girls.

Civil Society Organisations often work in partnerships to tackle societal issues and problems. This often increases their collective effectiveness, and also magnifies the impact of their work. Some CSOs have collaborated with academia on studies pertinent to their areas of work. **It is important to capture the generation of knowledge from these collaborations, and more broadly. The creation of a knowledge hub that is accessible to CSOs and other entities could fill an information and knowledge gap that currently exists, while also providing a foundation for the development of critical gender and women's rights research.** The knowledge hub could be created through a collaboration between Academia and partnering CSOs.

A list of the CSOs in Grenada, all of which have the potential to be involved in this Initiative, is provided at the end of this section (Table 8). CSOs in Carriacou & Petite Martinique will also play a critical role in this Initiative.

CSOs will be selected for inclusion in the Grenada Spotlight Initiative through a competitive process involving the development and submission of proposals. In addition to the conventional proposal requirements, the issue of sustainability must be addressed. The CSO sustainability dimensions used by USAID in determining CSO Sustainability Indices will be useful in this process.⁵⁴ The dimensions are:

1. **Legal Environment:** The legal/regulatory environment should support the needs of CSOs.
2. **Organizational Capacity:** CSOs should be transparently governed and publicly accountable, capably managed, and that exhibit essential organizational skills.
3. **Financial Viability:** CSOs should be financially viable, and the economy must be robust enough to support CSO self-financing efforts.
4. **Advocacy:** The political and advocacy environment must support the formation of coalitions and networks and offer CSOs the means to communicate their messages through the media to the broader public, articulate their demands to government officials, and monitor government actions to ensure accountability.

⁵⁴ <https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/cso-sustainability-index-methodology>



5. Service Provision: Sectoral sustainability will require a critical mass of CSOs that can efficiently provide services that consistently meet the needs, priorities, and expectations of their constituents.
6. Infrastructure: A strong sectoral infrastructure is necessary that can provide CSOs with broad access to local CSO support services.
7. Public Image: For the sector to be sustainable, government, the business sector, and communities should have a positive public image of CSOs, including a broad understanding and appreciation of the role that CSOs play in society.

The National CSO Reference Group will be responsible for the oversight of the competitive process.

CSOs in Grenada face a number of challenges that impede their work:

- Most CSOs in Grenada are managed by a small group of dedicated and highly motivated leaders. They do the work, against the odds, with meager resources and supports. An ironic, yet real, challenge is maintaining these dedicated CSO leaders, who sometimes leave the civil society sector for more stable employment in the government sector. High rates of emigration as well as a lack of established systems to ensure continuity in the face of a shifting human resource base also contribute to the leadership challenge.
- A lack of succession planning often results in an extended leadership void.
- There is a critical need for leadership development involving existing leaders and grass-roots participants and focused specifically on civil society work. Further, specific capacity-building is needed for civil society leaders and future leaders in the areas of managerial, organizational and financial operations, as well as gender-responsive planning and budgeting, monitoring and evaluation, data collection and management (including the underlying ethical principles), and progress reporting.
- An additional challenge identified by CSOs involves difficulties in attaining and maintaining the active engagement of the grass roots, which is essential to sustaining focus and action in communities.
- Certainly, there are material, human and financial resource constraints that also limit the ability of CSOs to do more, to reach further, to scale up existing programmes, to initiate new programmes, and to apply creative and innovative elements to their work. Funding for CSOs in Grenada is the source of much challenge and concern. CSO's lament the unavailability of predictable and consistent sources of monetary support for their invaluable work. Whereas some receive subventions from the government, these are limited in number and most are relatively small in terms of the actual contributions, especially relative to the overall costs of running these organizations. This has led to considerable reliance by civil society organizations on the international donor community. UNICEF, UN Women, UNDP, PAHO/WHO, CDB, CIDA and many other regional and international entities have supported the work of key CSOs in Grenada. This has gone a long way in ensuring that these organizations can continue the range of vital services and programmes so integral to Grenada's overall response to violence against women and girls, but this approach to funding raises concerns about sustainability.

If we are to be successful at ending VAWG in Grenada, the women's movement and Civil Society Organisations must be strong and vibrant, must be supported to expand their capacities, and must have the resources to scale up their work and drive innovation.

Table 8

Civil Society Organizations in Grenada

Agency for Rural Transformation (ART)
 Alliance of Evangelical Churches
 Bank and General Workers Union (BGWU)
 BBH Women's Organisation
 Conference of Churches – Grenada
 Drama for Peace Foundation
 Girl Guides Association of Grenada (GGAG)
 Grenada Association of Retired Persons (GARP)
 Grenada Community Development Agency (GRENCODA)
 Grenada Education and Development Organization
 Grenada Empowerment Movement (GEM)
 Grenada Heart Foundation
 Grenada Human Rights Organisation (GHRO)
 Grenada Institute for Theological Education
 Grenada National Coalition for the Rights of the Child (GNCRC)
 Grenada National Council of the Disabled (GNCD)
 Grenada National Organisation of Women (GNOW)
 Grenada Planned Parenthood Association (GPPA)
 Grenada Red Cross
 GrenAIDS
 GrenCASE
 GrenCHAP
 GRENMEN, Grenada CARIMAN chapter
 Groundation Grenada
 Inter-Agency Group of Development Organizations (IAGDO)
 Legal Aid and Counselling Clinic (LACC)
 New Life Organization (NEWLO)
 Soul Generation Ministry
 St. Andrews Development Organization
 Sweet Water Foundation

III. Programme Strategy

The Grenada Spotlight Initiative will focus attention, coordinate human effort, and strategically utilize resources to accelerate progress towards reducing family violence and all forms of violence against women and girls in Grenada, Carriacou and Petit Martinique. The Grenada Country Programme is designed to focus on family violence through an integrated system's approach bringing together prevention, protection and response. Efforts will be geared towards strengthening of the legislative and policy framework for non-discriminatory institutional response and service delivery; and strengthening their ability to reduce violence through evidenced based and theory driven design, monitoring and implementation of programmes; strengthening relationships across sectors and within communities for integrated and anti-discriminatory service delivery of the essential service packages monitoring and prevention of violence through evidence-based programmes and campaigns. The project will focus on strengthening the national capacity of the leadership role of the Gender Equality Management System and improve access of SRHR and victim support services for, children, adolescents and youth in partnership with national government counterparts, women's movement and civil society. The programme will also build strengthened institutions



to improve the delivery of services to meet the needs marginalized populations, through developing their capacity to identify, address and respond to the risks faced by marginalized populations.

Efforts will be made to combat family violence are gender-responsive i.e. responsive to the gender-based social norms and practices that allows FV to persist and to remain hidden. This gender responsive approach implies that the entire programme and related activities acknowledge the existing differences and inequalities between women and men in the context of FV, articulate actions and steps which address the different needs, aspirations, capacities and contributions of women and men in combatting this challenge and that solutions are specifically designed to meet the needs of the most vulnerable and the marginalized.

The activities are designed to strengthen and complement existing programme being implemented at the national level through a whole-of-government and whole-of-system approach. Additionally, it offers opportunity for the UN Agencies, Funds and Programmes to build synergies and coherence with existing initiatives being implemented in Grenada.

Pillar 1 – Laws and Policies

While Grenada has a strong legislative and policy framework regarding gender based-violence, gaps remain, especially in relation to the comprehensive treatment of family violence. Critical success factors for building a strategy to remedy some of the gaps will be capacity development of parliamentarians as key influencers and decision-makers around these issues, conceptualization of a Family Court, and legal and policy reformulation to address some key discriminatory elements in law.

Women and girls often face multiple forms of oppression, in the home and wider community and inevitably lack the knowledge, means and self-efficacy to claim their existing rights, far less to advocate and lobby to address legislative, policy and programmatic gaps. It will therefore be essential that linkages be made between the various pillars to ensure that women and girls “at risk” as well as those being impacted by family and sexual violence are aware of their rights and feel empowered to take relevant actions to protect themselves. The priority action in each Pillar will therefore seek to reinforce and build on each other for cohesive and mutual reinforcing prevention programming, including seeking to address key social norms, as well as ensuring access of quality services as needed.

Linkages with other Pillars

Pillar I seeks to amplify the enabling conditions of legislation and policy to prevent and respond to violence against women and girls in Grenada, using as one source of the evidence base, the VAW prevalence and other data generated under Pillar V. This will both feed and support refinement of laws and policies towards effective implementation in the short and long term. It will enable the National Gender Machinery under Pillar II, to better translate laws and policies into coordinated programmes and actions, that lead to transformative change for women and the girl child and monitor compliance with international commitments and the National Development Plan. Furthermore, human rights education builds knowledge, skills and attitudes that fosters the responsibility of both duty bearers and rights holders, to make human rights a reality in communities and society at large. Therefore, Pillar I will work with Pillar III to ensure that duty bearers and rights holders, through school and community-based prevention programming, are educated about relevant violence prevention and protection laws and policies that are in place. This education will also relate to the reporting responsibilities and obligations of duty bearers. Integral to this would be a participatory process that creates awareness for the need of a GBV Victims’ Rights Policy, solicits societal inputs to the development of the Policy, and which provides the policy framework for the delivery of the essential services package for victim’s gender-based crimes that will be developed under Pillar IV. Stakeholders will be drawn from all areas of society. Key among them will be CSOs. Pillar I will support the sensitization of CSO actors in collaboration with Pillar VI, as they will be key advocates as duty bearers themselves, but to support and advocates for the rights of rights holders.

(i) Theory of Change

If, (1) women and VAWG, including family violence, experts are engaged in assessing, developing and implementing policies and legislation to end VAWG, including family violence; and (2) an enabling legislative and policy environment on VAWG, including family violence, and other forms of discrimination is in place and translated into plans, guaranteeing the rights of women and girls; and (3) the implementation of legislation and policies is monitored, then (4) effectively implemented legislative and policy frameworks address impunity and provide for coordinated action, including in the areas of prevention, services and data collection.

(ii) Outcomes, Outputs, Indicators, Activities

Table 9: Outcome 1: Outcomes, Outputs, Indicators, Activities

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, including family violence, are in place and translated into plans	
Output 1.1: National partners have strengthened evidence-based knowledge and capacities to assess gaps and draft new and/or strengthen existing legislations on ending VAWG including family violence and gender equality	
Indicators	Activities
1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG, including family violence, and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing multiple and intersecting and multiple forms of discrimination and are in line with international HR standards	Advise on reforms to procedural law governing the conduct of legal proceedings involving vulnerable witnesses, particularly victims of intimate partner violence, and GBV.
	Review and adapt 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, as described in the Situation Analysis)
	Draft a Victim's Rights Policy to strengthen the comprehensive delivery of the Essential Services Package (to inform the identification, protection and support of victims of family violence for short and long term legal, psychological, social, financial and material interventions throughout the system to facilitate delivery of the Essential Services Package.)
	Develop a concept for establishing a Family Court for Grenada, Carriacou and Petite Martinique (with a view of addressing domestic violence and sex offence cases more appropriately and expeditiously).
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 VAWG including family violence and/or gender equality and non-discrimination and implement the same	Increase knowledge of parliamentarians on current legislation and issues around family violence and sexual reproductive health rights to enhance their advocacy and support for legislative and policy reforms
Output 1.2 National and/or sub-national partners^[1] are better able to develop and cost evidence-based	

^[1] Key government/national decision makers (Heads of State, Finance Ministers, Ministries of Justice and Police, Security Ministers and relevant planning institutions) including women's rights advocates

national and/or sub-national action plans on ending VAWG, including family violence, 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	
1.2.1 Number of draft evidence-based national and/or sub-national action plans on ending VAWG, including family violence, developed that respond to the rights of groups facing multiple and intersecting and multiple forms of discrimination with M&E frameworks and proposed budgets	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

(iii) Expected content of the support:

a. The scope and scale of support/geographical scope

The interventions in Outcome 1 will address the legislative and policy gaps that create an environment of impunity as it relates to family violence in Grenada. The interventions will be national in scope, will be informed by international human rights frameworks, regional commitments and national governance frameworks, as well as strategic information, including the Women's Health Survey (2018), and will be aligned closely with the interventions outlined in Pillars 4 and 5.

b. Target groups

Pillar 1		
Indicative numbers	Direct	Indirect
Women	261	41,276
Girls	20	13,953
Men	135	41,460
Boys	0	14,854
Total	416	111,543

DIRECT BENEFICIARIES PILLAR 1 include the following
Beneficiaries
All Parliamentarians including Women's Parliamentary Caucus, especially targeting those with relevant portfolio
Cabinet
Senior officials in the Ministries of Legal Affairs, Social Development, Health, National Security, Ministry of Carriacou & Petite Martinique Affairs
The National Gender Machinery
Coordinating Mechanism on VAW (Division of Gender and Family Affairs)
Inter-Ministerial Council of Gender Focal Points
Technical Working Group (MTA Cluster)
Legal drafters in the Ministry of Legal Affairs
The Judiciary – Department of Public Prosecutors, Supreme Court Registrar and Judge, and Magistrates
CSO representatives with a focus on service delivery and marginalized populations
Women's rights advocates
Women and girl survivors of IPV or CSA
Child Protection Authority (CPA)
Office of the Ombudsman
Officials and District Disaster Subcommittee members of the National Disaster Management Agency (NADMA)
Shelter Managers

c. Focus and modalities of support

The main areas where the support will be concentrated are:

1. Reform of procedural law governing the conduct of legal proceedings on involving vulnerable witnesses (particularly victims of sexual violence) and drafting of an adaptation of current legislation in compliance with regional Model Legislation on the Status of Child and Child Maintenance;
2. Support to the development of a mechanism to improve access to justice for survivors of gender-based and family violence through the creation of a concept for family court;
3. Support for the development of Victim's Rights Policy as the framework for the delivery of an Essential Services Package for the survivors of violence; and
4. Working with parliamentarians to amplify their ability to champion legal and social change around gender-based violence.

The modalities of support include:

- Grants to government at national levels;
- Collaborative initiatives with the Judiciary and parliament through technical support; and
- Technical Support to the National Gender Machinery provided by Academia to implement specific interventions/activities.

Lessons Learnt from Past Programming

In the Caribbean and in Grenada specifically, the UN System has supported the development of draft legislation with CARICOM and the OECS Secretariat. They have also developed tools such as the CEDAW legislative indicators and the UNICEF Child Protection Systems Assessment Toolkit to assist duty bearers



to highlight and strategize of filling the legislative and policy gaps. The work to highlight and address policy gaps has also been addressed through UN Women's support to the Beijing+25 and CEDAW reporting, and UNICEF's support to CRC reporting processes. A critical lesson learned from these processes is that new legislation should not be drafted without a proper review of what already exists and how the proposed legislation will affect and be affected by what exists.

Additionally, sensitization work should be done with key influencers, including parliamentarians and legal drafters themselves on GBV issues, implicit biases and the root causes of gender inequality, before legislation is drafted. A good practice is that CSOs are engaged in the drafting process and that a proper sensitisation is done nationally in communities about proposed legislation before or while the bill is brought to Parliament for debate and approval. Finally, a key lesson learned is that policies are un-implementable unless they are costed, and a budget is aligned to the policy. The budget should also cover the oversight mechanism for the implementation of the policy.

Inter-Agency Collaboration

UNICEF and UN Women will work collaboratively with partners in the developing the TOR for the groundwork towards the establishment of a Family Court which, among other things, addresses the needs of women and girl survivors of violence and abuse in a sensitive and comprehensive manner. The contracting procedures utilized would be based on UNICEF SOP however there would also be input from both these agencies in the recruitment process to identify the most qualified candidate.

In particular, UNDP will work in collaboration with UNICEF, to implement activities under Pillar I, which focus on 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, as an enabler for the implementation of Activity 2.1.1 under Pillar II, where this intervention seeks to develop and implement interventions to address implementation gaps of key institutions, ministries and CSOs.

Sustainability

The OECS Reform Project has been in existence for quite a while (over ten years) and whilst Grenada took a long time to come on board, they did take some important actions. They passed several laws and integrated actions into the national architecture. For example, the Child Justice Bill resulted in the creation of a new Probation Office and Bacolet Centre for the rehabilitation of young offenders. As a country, Grenada has been methodological in their approach and have not wavered even with changes in administration. The path to these processes were very participatory, with national consensus around the issues – inclusive of the Opposition Parties. It is expected that these participatory and inclusive approaches to the legislation, policy changes and concomitant programming will continue and ensure the sustainability of actions.

Pillar 2 – Institutions

Acknowledging that the Government of Grenada has been building institutional capacity to address gender-based violence in the family and remains committed to the same, the approach to Outcome 2 proposes to support existing efforts towards institutional strengthening as well as expand them, to address more pronouncedly gender based violence in the family. Specifically focusing on intimate partner violence and child sexual abuse, the conceptual and analytical framework and activities undertaken will be shaped by the rights-respecting imperative through the human rights-



based approach to development, and will ensure to consider the principles of do no harm and the promise of the SDGs to leave no one behind.

Outcome 2 approaches and activities towards institutional strengthening aim to achieve the following impact: 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.

The proposed approaches and interventions acknowledge the recommendations of the Government of Grenada's Technical Working Group on the Establishment of a Special Victims Unit Report titled *Strengthening Services to Victims and Defining a Formal Mechanism for Response, Coordination and Networking to Address Sexual Violence, Intimate Partner Violence and Child Abuse*, which addressed gaps in institutional and service provision capacities in the first responder agencies. This included attention to the challenges within the Royal Grenada Police Force (RGPF) inclusive of the Special Victims' Unit, and first responder services available at every Police Station, the Child Protection Authority, the Gender-based Violence Unit (GBVU) in the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment, the Cedars Home for Abused Women and their Children and relevant agencies providing health services including the General Hospital, Princess Royal Hospital, Princess Alice Hospital and Sauteurs Health Centre, public medical stations.

Priority areas to be addressed towards this outcome include: Institutional capacity constraints to effectively implement existing laws and policies, weak coordination and monitoring, and the need to strengthen the reach and capacity of the national gender machinery as a recognized institution for supporting quality control of essential services including those of first responders, as relates to ending and responding to violence against women and girls.

(i) Theory of Change

The theory of change for this outcome presupposes that if (1) relevant decision-makers and stakeholders in all sectors of government are informed and mobilized to address VAWG, including family violence, if (2) institutions at all levels and relevant stakeholders have strengthened capacity on VAWG, including family violence, if (3) national and subnational bargaining processes are effective in overcoming the hurdles of collective action to address and prevent VAWG, including family violence, and if (4) adequate budgets are allocated; then (5) institutions will develop, coordinate and implement programmes that integrate the elimination of VAWG, including family violence, and other SDG targets into development planning processes, because (6) institutional change requires appropriate capacity, adequate funding as well as political engagement and leadership to sustainably address VAWG, including family violence.

(ii) Outcomes, Outputs, Indicators, Activities

Table 10: Outcome 2: Outcomes, Outputs, Indicators, Activities

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, including family violence, 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 family violence, especially for those groups of women and girls facing multiple and intersecting forms of discrimination, including in other sectors

Indicator	Activities
<p>2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG, including for those groups of women and girls facing intersecting and multiple forms of discrimination</p>	<p>Noting the recommendations in the Report of the Technical Working Group on the Establishment of a Special Victims Unit, through support participatory consultative processes, determine root causes of, and develop and implement relevant interventions to address implementation gaps of 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.</p> <p>Key officials to participate will include Ministers and other high level positions, Ministry Gender Focal points and relevant technical persons as well, as noted previously, targeted institutions should include but not be limited to the Ministry of Social Development, Housing and Community Empowerment [in particular the Division of Family Gender Affairs and the GBV Unit within it]; the Royal Grenada Police Force including the Special Victims Unit [SVU]; Ministry of Health including the hospitals and identified health facilities; National Disaster Management Unit/Agency; Child Protection Authority; Safe Shelters for abused women and for children in need of care and protection; and other EAWG response institutions and CSOs, such as Sports, Youth, Planning and others as possible.</p> <p>Support to the Royal Grenada Police Force (RGPF), in addition to gaps identified in the consultation process, in alignment with the findings of the Technical Working Group on the Establishment of a Special Victims Unit Report titled <i>Strengthening Services to Victims and Defining a Formal Mechanism for Response, Coordination and Networking to Address Sexual Violence, Intimate Partner Violence and Child Abuse</i> interventions with the RGPF should include attention to the following:</p> <ul style="list-style-type: none"> • Inconsistencies in responses of Officers to reports according to Revised Standing Orders • Non-compliance with protocol • Social and cultural biases of some officers • Availability of information to Victims and Applicants regarding their rights (schedule 1 p. 532) and “Domestic Violence Police Report” (schedule 8 p. 544) • Lack of enforcement of protection orders as a result of lack of understanding of laws and procedures on the part of officers • Delay action in pressing charges, without justification • Internal investigation and prosecutions of police officers by the RGPF (conflict of interest) • Reluctance to filing criminal charges

<p>2.1.2. Proportion of countries with internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAWG including family violence</p>	<p>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):</p> <p>(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</p>
<p>2.1.3 Number of strategies, plans and programmes of other relevant sectors that integrate efforts to combat VAWG developed in line with international HR standards</p>	<p>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.</p> <p>(Targeted institutions include SVU (and RGPF in general), Child Protection Authority, GBV Unit (and MoSDHCE in general), DRM Unit, Shelters and Health Services and other EVAWG response institutions and CSOs)</p> <p>Training and technical support for mainstreaming gender equality analysis into disaster management plans and strategies will be prioritized with special consideration for addressing family violence and EVAWG prevention in shelters and community prevention, response and recovery.</p> <p>Private sector engagement should include training and provision of IEC materials to employers to support the development and implementation of safe spaces in workplaces to provide information and HR support to employed women on VAWG.</p>
<p>2.1.4 Percentage 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</p>	<p>Develop and pilot, with recognized 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.</p>

<p>2.1.5 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</p>	<p>Provide training on and technical support for curriculum development and implementation on gender equality mainstreaming and anti-discrimination for key government persons including:</p> <ul style="list-style-type: none"> • For Gender Focal Points and Alternate Gender Focal Points to improve in their role as gender advisors to advocate, monitor and support the development of family violence policy and programmes in their Ministries and State Bodies • A course for training public servants at technical and senior administrative levels, on anti-discrimination and mainstreaming gender equality and for ending VAWG, including family violence with a locally based, recognized academic institution • A sensitization course for Senior Managers Board and Heads of Divisions of Government Ministries on anti-discrimination and mainstreaming gender equality and ending VAWG, including family violence with a locally based, recognized academic institution
<p>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</p>	
<p>Indicator 2.2.1 Proportion of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans</p>	<p>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</p> <p>Strengthen coordination between line ministries through the development and implementation of integrated reporting mechanisms across relevant ministries for ensuring accountability, information and resource sharing and monitoring of first responder agencies on VAWG related family violence, with a focus on intimate partner violence and child sexual abuse</p> <p>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</p>
<p>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</p>	
<p>2.3.2 Percentage of Parliamentarians with strengthened knowledge and capacities to hold relevant stakeholders accountable to fund and implement multi-sectoral programmes to address VAWG</p>	<p>Pilot the formulation of gender responsive budgets in the Ministries of Social Development and Health, to ensure adequate financing and costing of family violence</p>



(iii) Expected content of the support:

a. The Scope and Scale of Support

Interventions under Outcome 2 will be strategic with a focus on **strengthening the capacity of key institutions to holistically respond to, prevent and provide support services to GBV victims/survivors and perpetrators**. Additionally, recognizing the need for a 'whole-of-government approach' to prevent and respond to family violence, the Grenada Country Programme will also strengthen the coordination mechanism in place for the implementation of the Gender Equality Action Plan (GEPAP) and the National Strategic Action Plan to end Violence Against Women and Girls, including family violence.

Cognizant of the time and resources available, interventions will be prioritized as part of a consultative process that will ensure targeted and sustainable project outcomes.

Key officials to participate will include decision makers at all levels including Ministers and other high level positions, Ministry Gender Focal points and relevant technical persons as well, as noted previously, targeted institutions should include but not be limited to the Ministry of Social Development, Housing and Community Empowerment [in particular the Division of Family Gender Affairs and the GBV Unit within it]; the Royal Grenada Police Force including the Special Victims Unit [SVU]; Ministry of Health including the hospitals and identified health facilities; National Disaster Management Unit/Agency; Child Protection Authority; Safe Shelters for abused women and for children in need of care and protection; and other EVAWG response institutions and CSOs, such as Sports, Youth, Planning and others as possible.

This will include a focus on evidence-based policy and programme development, gender-based budgeting including for the courts, implementation of the SRHR policy, development, implementation and monitoring of family violence policies and programmes and revision of the National Disaster Management Plan.

Additionally, interventions under this outcome will also take on a whole systems approach and will include where possible given available time and resources, non-traditional institutions for capacity building for the integration of prevention of violence against women and girls and in particular in the family. This will include the mainstreaming of gender equality analysis into plans and programmes as well as training on gender-based budgeting and the revision and implementation of strategic plans accordingly.

Specific to the above is the inclusion of **a revision of the policies and plans related to Disaster Risk Management with a view to address prevention of intimate partner violence and child sexual abuse in disaster preparedness, recovery and response**. Grenada like the other Small Island Developing States (SIDS) in the Caribbean Region is vulnerable to the impact of climate change and extreme weather events and has a history of exposure to the same, and like many islands has not completely recovered from the most severe of these. As noted in the situational analysis the Impact Assessment of Hurricane Ivan – Making the Invisible Visible revealed the heightened vulnerability of women and girls to transactional sex, sexual abuse, and gender-based violence in what was termed informal shelters. The need for the integration of efforts towards citizen security, sustainable development, socio-economic development, climate resilience and governance must be linked in efforts on elimination of violence against women and girls.

In support of the *leave no one behind* approach, capacity building will include attention to anti-discrimination training to support compliance with protocols and procedures and co-worker vigilance, recognizing the needs and rights of the lesbian, gay, bi-sexual, transgender/transsexual and intersexed (LGBTI) communities. This is in alignment with existing research findings and recommendations including the recent



Human Rights Watch Report for the Caribbean 2017⁵⁵ called on the Government of Grenada to ensure that the national police force should build a stronger relationship with LGBTI organisations to develop sensitisation and human rights training.

Linkages with other Pillars

A multi-sectoral and integrated approach to institutional strengthening will require the same for implementation across partnering agencies in several ways including for the sharing of technical expertise as well as in the implementation of activities. Specific linkages include but are not limited by intersections between policy development activities for gender responsive disaster management in pillar I will be in alignment with capacity building activities in pillar II, as well activities under Pillar I which focuses on drafting and costing 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, as well as activities working with parliamentarians will be complimentary with pillar I anti-discrimination training. There will be integrated approaches to capacity building across all the pillars including synergies with activities in pillar III on prevention with training for teachers as pillar II will support curriculum reform and training for government counterparts across core agencies in VAWG response. Pillar IV efforts with SRHR policy support is directly supported by activities towards SHRH policy implementation and capacity building towards the same. Additionally, there is an opportunity leverage the training being conducted under Pillar II for CSO, government and the private sector to better integrate EVAWG activities and gender mainstreaming into programmes and plans, with Pillar III interventions.

b. Target Groups

Pillar 2		
Indicative numbers	Direct	Indirect
Women	555	40,982
Girls	0	13,973
Men	278	41,317
Boys	0	14,854
Total	833	111,126

⁵⁵ Human Rights Watch, "I Have to Leave to be Me", Discriminatory Laws against LGBT People in the Eastern Caribbean, 2017 <https://www.hrw.org/report/2018/03/21/i-have-leave-be-me/discriminatory-laws-against-lgbt-people-eastern-caribbean>

Direct Beneficiaries include the following
Ministers, Permanent Secretaries, Senior Managers Board and Heads of Divisions of Government Ministries in traditional and non-traditional sectors related to GBV, including Carriacou and Petite Martinique Affairs
Ministry Gender Focal points and other relevant technical person
Staff in the Division of Family Gender Affairs and the GBV Unit, and other relevant staff in the Ministry of Social Development, Housing and Community Empowerment
The Royal Grenada Police Force including the Special Victims Unit [SVU];
Ministry of Health including the hospitals and community health facilities;
Ministry of Legal Affairs
National Disaster Management Agency
Child Protection Authority
CEDARS Home for abused women
Safe shelter for children in need of care and protection
CSOs including essential service providers, women's rights organizations, faith-based organisations, LGBTQI organizations, disabled persons organizations, people living with HIV & AIDS organizations, child rights groups, among others
Shelter Managers
Private sector organizations (Chamber of Commerce, trade unions & Associations)
Academic institutions that train teachers and nurses (add police please) locally

c. Focus and Modalities of Support

The modalities for support include the following:

- Technical support to government, civil society and private sector for increasing knowledge of and capacity to support prevention and to respond to violence against women and girls.
- Advocacy and communications materials will be developed to support public education and community and police collaborations for surveillance and response.
- Sustainability of capacity building initiatives will be supported through the curriculum reform and training of key academic institutions to provide on-going training for first responders and others
- Financial sustainability and planning for VAWG prevention will be supported through training on gender-based budgeting and the piloting of the same in the MoSD.

Inter-Agency Collaboration

Pillar II will be a key enabler for the implementation of activities for addressing family violence and responding to all forms of violence against women and girls. In this sense, UNDP will work in collaboration with all RUNOs and AA to plan, co-design and implement activities under this Pillar. Additionally, UNDP will leverage the technical expertise of UN WOMEN to implement activities under this pillar, which focus on building national capacities for gender responsive budgeting, and to conduct technical and material support to technical staff of Government, CSOs and the private sector to better integrate EVAWG activities and mainstream gender. These activities will be catalytic in supporting the implementation of activities executed under Pillar III, where private sector engagement will take place and capacity building initiatives with CSOs being implemented under Pillar VI.

As capacity building activities being implemented under this pillar are catalytic for across all Pillars of the Spotlight Initiative, based on the capacity building needs articulated across the various sectors responsible



for social services, justice, health, child protection in order to prevent and respond to family violence in Grenada, UNDP will work in close collaboration with all RUNOs and AAs to design consultancy TORs, review deliverables of consultancies, implementation of training courses, technical assistance and other capacity building initiatives being implemented under this Pillar.

Sustainability

- A sustainable approach to institutional strengthening will focus on the identification of the root causes of implementation gaps. As there have been some assessments done of the key agencies responsible for prevention and response to VAWG, to avoid duplication, a consultative participatory process will be undertaken to identify implementation gaps and their root causes and will include attention to existing recommendations and needs of institutions. The goal will be to strengthen capacity to consistently and effectively perform roles and obligations for prevention and response to VAWG, including family violence and the intersecting forms of discrimination pertaining to the same.
- Capacity for gender responsive budgeting will be invested through training and piloting of the same. The goal of this is to support sustainable and gender responsive allocation of financial resources. Specifically training programmes and the provision of hands on support will be provided to decision makers at the highest level, technical staff and CSOs to formulate gender responsive budgets for adequate financing of the SVU Unit, Child Protection Authority, GBV Unit, Shelters and Health Services and other EVAWG response institutions, and for the costing of family court and SRHR policy.
- Sustainability in capacity building efforts will be addressed through the development and implementation of institutional architecture for civil servant training on a regular basis. Specifically, local academic institutions will be provided with support for curriculum adaptation and development to deliver training on gender equality mainstreaming and non-discrimination for key government persons.
- Investment will be made in first responders, and training programmes will be implemented through a multi-sectoral effort, which will also address the inclusion of other vulnerable groups that undergo multiple and intersecting forms of violence and discrimination.
- Disaster risk management is seen as a key area of importance as Grenada is vulnerable to the impacts of climate change and severe weather events, and the socio-economic impacts of these have served to increase citizen insecurity and the vulnerability of women and girls to many forms of gender-based violence. Adaptation of existing plans and development of a sectoral plan to respond to GBV within disaster contexts, for prevention and response to violence against women and girls in disaster risk management.
- Coordinating mechanisms will be strengthened in support of good governance to improve quality, reach and accountabilities within the system for response to violence against women and girls. This will be addressed through support for the functioning of coordination mechanism for the delivery of the essential services package for women and girls subject to gender-based violence, and the strengthening of the capacity and influence of the national gender machinery.

Lesson Learnt from Past Programming

Institutional strengthening has been supported by the translation of international standards into global and CARICOM specific tools and the development of toolkits for national gender machineries, civil society organisations, the police, judiciary and parliament. UN Women has also led in capacity strengthening for institutions that are key stakeholders in GBV prevention and response. This has resulted in this critical lesson learned: Duty bearers must get support to address their implicit bias regarding gender before they are able to appropriately apply tools. This lesson is also one that has been a key finding of the work on stigma and service provision by the HIV sector.



Pillar 3 – Prevention

The Spotlight Initiative recognizes the lessons learned in behavioral change programmes previously implemented in Grenada and the Caribbean, as well as those from the work on HIV/AIDS globally. The lessons indicate that addressing gender inequality and a lack of women's empowerment is critical to the transformation of behaviors and successful prevention initiatives. In addition, comprehensive and multidimensional interventions **are critical to successfully prevent family violence, since family violence recognizes no borders. As such, socio-ecological model (SEM) and life cycle approach would be used as complementary frameworks** to guide the development of a cohesive, comprehensive and coordinated strategy to address social norms for the prevention of IPV and CSA, as forms of gender-based family violence in Grenada. The SEM⁵⁶ allows us to understand and address the range of factors that put people at risk for violence or protect them from experiencing or perpetrating violence. Critically, the SEM considers the complex interplay between individual, relationship, community, and societal factors. Adopting a lifecycle approach to addressing family-based violence is important since family violence affect women and girls throughout each phase of their lives, starting at pregnancy, through childhood, adolescence, reproductive age, and later in life.⁵⁷ Therefore, the interventions identified in this section are not discreet, but together strategically will reach the general public and marginalized groups based on the principle of leaving no one behind.

A recent string of case in Grenada shine a light on the need for engagement with the judiciary and magistracy on family based VAWG and the impact of their decisions on the perception of these crimes as serious and egregious crimes. The lack of such a perception increased the need and the likelihood of secondary prevention interventions being needed. In the latest case which is gained a lot of attention in society a judge fined a man 1500 EC to be paid to the state and 600 XCD to the family for the act of forcing a 5-year-old to engage in a sex act. The sentencing guidelines which are available and existing legislation would suggest that the sentencing for such a crime would be more severe. This case and others have raised the need to directly tackle the social norms and practices that judges, and the magistracy bring to their work and the need to tackle the impact on social norms in this group alongside others in the justice sector as well as victims and perpetrators. The approach to bias training which has been undertaken and the focus of prevention via challenging norms and practices has usually excluded this rather powerful and influential group. The SI investment proposes to address this gap and close this critical loop in the SEM approach which has been proposed.

In Grenada, CSOs have traditionally played a central role in the prevention of social problems, including VAWG. As such, CSOs, especially those involved in promoting gender equality and the empowerment of women and girls, will continue to be an important partner with government to collaborate in the development and implementation of prevention projects as part of the overall prevention strategy under the SI. **Therefore, the Grenada strategy will involve building on better practices and innovation by including new and existing stakeholders, including boys and men, as well as traditional CSO partners, non-traditional partners, such as the private sector and the media, to achieve substantive structural change.** These partners will be engaged in a variety of means both direct and indirect including through the use of media and social media and with general and targeted material that also highlight their role as duty-bearers. Recognizing that cultural artistes, media, faith-based and the private sector will respond to different messages and would require a differentiated approach even with the same material, the support to Spotlight allows for CSO and other partners to invest in such specialized materials and

⁵⁶ Dahlberg LL, Krug EG. Violence-a global public health problem. In: Krug E, Dahlberg LL, Mercy JA, Zwi AB, Lozano R, eds. World Report on Violence and Health. Geneva, Switzerland: World Health Organization; 2002:1–56. <https://www.cdc.gov/violenceprevention/publichealthissue/social-ecologicalmodel.html>

⁵⁷ GWI/IDB/WBG. (2014). Violence Against Women and Girls (VAWG) Resource Guide: Introduction. <https://www.vawgresourceguide.org/overview>



approaches including the use of theatre and the arts. This investment is also bolstered by general programming under Pillar 3 and 6 which will build the capacity of at-risk groups and society at large to hold these key influencers to account. Some of the initial work will include testing of messages for different audiences.

Being cognizant of the discourses around male marginalization in Grenada, the strategy will ensure that men and boys will only be engaged in ways that will promote the empowerment of women and girls and contribute to the elimination of family based VAWG. Interventions will also engage cultural gatekeepers such as cultural leaders and the faith-based community and build on existing related interventions that are being implemented or have been recently completed which have tested methodologies for challenging and changing social norms.

(i) Theory of Change

The Theory of Change for Outcome 3 is:

If (1) key stakeholders are engaged in multiple strategies such as community mobilization and education-based initiatives carried out in an integrated and coordinated manner in line with international standards and evidence on preventing VAWG, including family violence, then (2) favourable social norms, attitudes and behaviors will be promoted at community and individual level to prevent VAWG, including family violence because; (3) multi-pronged prevention initiatives that mutually reinforce each other can effectively shift individual and socio-cultural norms including those affecting women's sexuality and reproduction.

(ii) Outcomes, Outputs, Indicators, Activities

Table 11: Outcome 3: Outcomes, Outputs, Indicators, Activities

OUTCOME 3: Gender inequitable social norms, attitudes and behaviors change at community and individual levels and prevent violence against women and girls, including family violence	
Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviors for in and out of school setting	
Indicator	Activities
3.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviors and exercise of rights, including reproductive rights	<p>Strengthen effective/safe schools model including girls' empowerment and boys' transformation programmes</p> <p>Build capacity of principals, teachers and students to adopt behaviors that promote and support respectful interactions, violence prevention behavior change including a focus on girls' empowerment and boy's transformation as well as relevant school policy and practice towards protective and supportive school and community attitudes and practices</p>
3.1.2 Number of young women and girls, young men and boys who participate in in and out of school programmes that promote gender-equitable norms, attitudes and behaviors and exercise of rights, including reproductive rights	<p>Implement condensed prevention programming (Foundations) which promotes gender equality and violence prevention behavior change programmes for out of school youth within existing youth development programmes</p> <p>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.</p>

	Capacity development for tutors/lecturers in TAMCC to implement the Foundations prevention programme addressing the root causes of GBV and by using CSE principles.
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 promoting positive masculinities	
3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviors, including in relation to women and girls' sexuality and reproduction	Deliver at least five cycles of the National Parenting Programme per year 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
	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.)
3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping 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	Provide a dedicated vehicle and IEC equipment and materials to Government 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.
	The purchase of vehicle is necessary given the distance to outlying communities which are more than an hour away from St Georges the capital and where the need for IEC is acute particularly for primary prevention as well as reporting.
	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
	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.

<p>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</p>	<p>Develop a community-based programme that supports, enhances and sustains the outputs achieved of the Batterer Intervention Programme. Batterer Intervention Programs (BIP) are programs that batterers attend—some voluntarily, some under court order—to educate and rehabilitate the batterer. The goal of BIPs is to change offender thinking and behavior with the result that offenders are held accountable and victim safety is enhanced and to decrease the likelihood of further violence. The Batterers Intervention programming which has been initiated in Grenada and spread to other countries was successful. An assessment completed this year which support the benefits it has brought and the way it has also helped to connect various services together for an individual or family. One of the gaps was the engagement with the community where toxic forms of masculinities and stereotypes can be reinforced and undermine the BIP. This approach specifically seeks to build on and leverage the BIP curriculum rather than re-inventing the wheel and also to address the family/community gap in changing behaviours. Specifically, the lessons learnt and recommendations emerging from the assessment of BIP in Grenada and the other countries will inform the development and implementation of the proposed community-based initiative and how it is monitored. The approach leverages the UNiTe programme in exploring outlets for men in addressing anger and displacement and in more effectively addressing conflicts. By using the well tested BIP programming, the Spotlight programme can also engage batterers and former batters as trainers and advocates for EVAWG as well as maximize the available resources for maximum investment.</p>
<p>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 family violence, and for gender-equitable norms, attitudes and behaviours and women and girls' rights</p>	
<p>3.3.5 Number of key informal decision makers and decision makers in relevant non-state institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on VAWG including family violence and for gender-equitable norms, attitudes and behaviours and women and girls' rights</p>	<p>Engage community leaders and influencers (cultural artists, media, businesses, faith-based leaders etc.) to support gender equality and zero tolerance for family violence against women and girls.</p> <p>These partners will be engaged in a variety of means both direct and indirect including through the use of media and social media and with general and targeted material that also highlight their role as duty-bearers. Recognizing that cultural artistes, media, faith-based and the private sector will respond to different messages and would require a differentiated approach even with the same material, the support to Spotlight allows for CSO and other partners to invest in such specialized materials and approaches including the use of theatre and the arts. This investment is also bolstered by general programming under Pillar 3 and 6 which will build the capacity of at-risk groups and society at large to hold these key influencers to account. Some of the initial work will include testing of messages for different audiences.</p>
<p>3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG, including family violence, and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing</p>	<p>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.</p>

multiple and intersecting forms of discrimination, in line with international HR standards	
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(iii) Expected content of the support:

a. The scope and scale of support/geographical scope

The interventions in Outcome 3 seek to build on creative and innovative initiatives already being implemented in Grenada, Carriacou and Petite Martinique to sustainably contribute to the elimination of the unequal gender power relations and the socio-cultural, religious and economic root causes of family violence; as well as to promote healthy gender relations as well as healthy dynamic understanding of gender. Geographically, the interventions will be conducted at the community levels in 10 communities in Grenada, Petite Martinique and Carriacou and at national levels.

Linkages with other Pillars

For the effective and sustained implementation of the activities under Pillar 3, close coordination is envisioned with the other 5 Pillars focused on both primary and secondary intervention. In particular, the activities under Pillar 1, 2, 5 enable several activities in Pillar 3 while Pillar 3 is expected to inform activities under Pillar 4 (Quality Services) and Pillar 6 (CSOs and women's movement).

On advocacy, common messaging which is critical to efforts to change minds and behaviours, is essential between Pillar 3 and Pillar 6 (Activities 3.2.1, 3.2.2 and 3.2.3 and Activity 6.1.4) for example. A right-based approach seeks to engage with rightsholders on critical prevention strategies as well as empowering persons at risk and who have been victims of family violence to tell their stories and an in effort to humanize the context of FV in Grenada. To do so, synergies between Activity 3.2.3 and activities 5.2.1 both seek to strengthen evidence-based community-based campaigns will need to work in sync and be mutually co-designed.

Within this context, Pillar 3 and Pillar 5 will complement each other - with Pillar 3 focusing on qualitative data and Pillar 5 on qualitative data, working collaboratively with CSOs to engage 8 communities across Grenada. At the same time, Pillar 3 and Pillar 4 activities will deepen the focus on, and outreach to, specific vulnerable and marginalized groups and individuals who face multiple and intersecting discrimination and risks for IPV. Tailored services specially designed to address the needs of these vulnerable groups will be reinforced through activities under Pillars 2 & 4 ensuring improved access to information and quality services reflecting the principles of Non-discrimination, Do No Harm and Leaving No one Behind.

Recognizing that family violence respects no physical boundaries or age and that violence often spills-over to the school or the workplace, prevention efforts will focus on three main intervention lines:

- Engaging with the whole of society while focused on the specific vulnerability of adolescents and youth;
- Engaging with adolescents and youth as a key group to foster behavioural change at a societal level through the creation of new norms; and
- Seeking to make the home, the school, the workplace, the community and the school, FV-free zones.

The attention on schools also takes into consideration that in Caribbean society, the assumption is that if something has failed in the home, the slack will be picked up by the school. This assumption also requires that the school system, teachers and other staff be prepared for incidents of family violence, to be able to identify persons at risk and how to employ prevention and or mitigation strategies as a complement to empowering persons at-risk themselves as agents of change.

The focus on the social norms and practices of the judiciary and magistracy which influences cases and sentences and has a significant impact on the public perception of VAWG as a serious crime is an important lever for improving the application of legislation and policies revised and advanced in Pillar 1, the capacity building for this group under Activity 2.1.3 in Pillar 2, support to improved service delivery for the judiciary sector and the investment in state and social accountability in Pillar 6. These are critical investments to improve the application of legislation and policy instruments for an inclusive approach to an administration of justice.

b. Target groups

Pillar 3		
Indicative numbers	Direct	Indirect
Women	13305	28,232
Girls	9000	4,973
Men	3000	38,595
Boys	8152	6,702
Total	33, 457	78,502

Beneficiaries
Primary and secondary school students (boys & girls) in Grenada, Carriacou & Petite Martinique, including students with disabilities
Out of school youth participating in existing youth development programmes
Primary and secondary school teachers, and Tutors/lecturers in TAMCC in Grenada, Carriacou & Petite Martinique
Mothers, fathers and guardians in communities throughout Grenada, Carriacou and Petite Martinique
Ante-natal and child health clinics & Pediatric Ward at the General and District Hospitals
Social Workers and Welfare Officers of safety net programmes
Judiciary and magistracy
School Attendance Officers
Community Policing Department of the Royal Grenada Police Force
Division of Gender and Family Affairs in the MoSDHCE
Adolescent girls
Women above 19 years
An estimate of women and girls and their caregivers to target
Women and girls with disabilities and their caregivers



Men and boys
Sex workers and persons living with HIV & AIDS
Men and boys in impoverished rural and urban communities at risk of becoming perpetrators of IPV or CSA
Men and boys in the justice system at risk of becoming perpetrators of IPV or CSA
Cultural artists
Journalists/media workers
Faith-based leaders
Community-based organizations

c. Focus and modalities of support

The approaches that will inform the interventions in this outcome will be based on the life-cycle and the socio-ecological models. The focus will be on addressing the root causes of violence against women and girls and family violence.

The modalities of support include:

- Direct and technical support to government structures that operate at national and local levels;
- Communications for development campaigns with the Creative and Cultural Industries, Private Sector and with the Media via contracting; and
- Direct disbursement to CSOs (identified through a competitive process) to implement community-level action, initiated by persons affected. This has proven essential to successful responses.

Interagency Collaboration

UNICEF/UN Women/UNFPA/UNDP will work collaborative to implement the activities under Pillar 3. PAHO/WHO and ILO will also be engaged technically, particularly on linkages with services and with engagement of the private sector and on the workplace respectively. UNDP will be specifically engaged also where linkages with Pillar 2 and 5 as earlier described are critical and to ensure that resources are maximized effectively and to ensure the strongest possible synergies for maximum impact on prevention.

Some of the outputs from Pillar 3 will be expected to inform some of the SOPs to be developed for 1st responders and vice-versa particularly in fostering a more victim-centred approach to both prevention and response. As with other pillars, consultancy TORs for catalytic activities under Pillar 3, particularly those with clear linkages to other pillars, will engage all Spotlight partners in their conceptualization and development. Similarly, partners will be expected to provide feedback and input on draft and final outputs from such TORs.

UNICEF will work closely with national partners to build on strengthening programming on reduction of gender-based violence in in schools and in the community will work collaboratively with UNFPA in strengthening of the delivery of HFLE in target schools. Integral to this will be the training for teachers, students and related personnel to support the needed changes in school processes for adoption of non-violent disciplinary standards, pro-active management of inter-personal conflicts and quality delivery of sexuality education in line with international CSE standards.

UNICEF and UN Women will also work closely in developing and executing the community advocacy programming with FBOs to help to address changes in social norms around family violence. This will require joint research to determine messaging, as well as the elucidation and execution of the strategies. These agencies will also work closely with national partners to ensure that parenting programming is



comprehensive, takes a gender-responsive approach and provides relevant skills, whilst also mitigating associated risks.

Recognizing that behaviour change communication and changing social and cultural norms is challenging and difficult to achieve, the full capacity of the UN system where possible will be brought to bear (e.g. lessons from HIV/AIDS programming) on the design of critical and catalytic activities particularly under Output 3.2, leveraging complementarity with other non-Spotlight programming, lessons learnt from prior programming and good practice from Grenada, the Caribbean and globally.

Sustainability

Recognizing the pivotal role that Pillar 3 plays in the overall SI programming strategy and the important backward and forward linkages it provides to Pillars 1 and 2 as well as 4, 5 and 6, the sustainability of the investment in prevention will be assured through a strong partnership strategy and a focus on behavioural and structural change. Moving beyond awareness-building which has long dominated prevention efforts, SI Grenada will focus on key population groups and target audiences by investing in proven programming which challenge unequal power dynamics, social norms and stereotypes. By linking its focus on those at risk of being victims and perpetrators to complementary programming with influencers such as the media, the private sector and sport, SI Grenada seeks to advance the message that “if it is one of us, it is all of us and we must all act to prevent EVAWG”. By leveraging the early wins from several innovative programmes that are homegrown, **SI Grenada breathes additional life into upscaling efforts, complements ongoing and planning programming as well as strengthens programming linkages between secondary prevention, access to quality and acceptable services and women’s economic empowerment, agency and autonomy at critical points.** In so doing, programmes, organizations and individuals, rightsholders and duty-bearers will have also strengthened capacity to deliver on prevention programming objectives as part of a broader collective effort. Linkages between public programming and other social programming via NGOs, CSOs and other actors is key in this regard to ensure coherent and clear messaging on family violence and strategies to combat it. Moreover, by taking a lifecycle approach to prevention, including working with very young people and the elderly, the SI Grenada seeks to ensure that a social ecosystem is created that makes zero-tolerance of EVAWG a reality from 2030 onwards. An intersectional approach underpins this strategy by using the limited resources to raise the voices of and strengthen prevention efforts focused on those who face multiple and intersecting risks and exposure to family violence and EVAWG particularly adolescent girls, persons with disability, sex workers, rural women and girls and where these issues intersect with vulnerability or infection with HIV as well as age (youth and elderly).

Lessons Learnt from Past Programming

Lessons learnt from social mobilization studies highlight the need to go beyond awareness and sensitization to behaviour change with strategies for targeting specific negative behaviours as well as alternatives. The UN Women report on social mobilisation also identified the need to expand prevention in a risk management approach to include efforts relevant to disaster response.

Operational lessons which have shaped the TOC and activity design also reflect the conclusion of the UN Women report, which states “the most effectively designed projects attempted to incorporate all of the key elements to support immediate awareness raising and knowledge transfer to multiple key audiences, while attempting to build sustainability through the upskilling of gender advocates (individual and groups) that



could support medium to long term community-based interventions”⁵⁸.

Pillar 4 – Essential Services

The activities in Outcome 4 are geared towards strengthening the implementation of the Essential Service Package (ESP) to ensure that the services of all sectors are coordinated and governed to respond in a comprehensive way, are client-centred, and are accountable to victims and survivors and to each other. Important emphasis is placed on increasing the availability of and access to quality coordinated multi-sectoral services for timely, efficient, effective and non-discriminatory response for women and girls in Grenada, Carriacou and Petite Martinique who face multiple and intersecting forms of violence. These services include:

Social:

Social services for women and girls are imperative for assisting women’s recovery from violence. The provision of quality social services forms a vital component of coordinated multi-sectoral responses for women and girls affected by family violence. In Grenada, the delivery of services to victims and survivors (of IPV and SV) and their families is centered in the Social Sector. The GBV Unit (part of the Division of Gender and Family Affairs in the MOSD) is the centre of services for women. On the islands of Carriacou and Petite Martinique, the Social Development Unit in the Ministry of Carriacou and Petite Martinique Affairs is the responsible entity for women. The CPA is the responsible entity for victims who are children in Grenada Carriacou and Petite Martinique. The overall entity is the Ministry of Social Development, as it is responsible for the CPA and provides technical support to the Social Development Unit in Carriacou.

The Spotlight Initiative in Grenada will be strengthening a range of services that are critical in supporting the rights, safety and wellbeing of women and girls experiencing violence these include: safe accommodation (e.g. Cedars Home), legal and rights information and advice, providing psycho-social counselling and; long term recovery services financial and material safety nets (SEED, Housing), and general social support for vulnerable groups such as persons with disabilities and persons living in poverty, etc. The Ministry of Social Development also plays a major role in offender accountability. It provides social enquiry reports on offenders and probation and reintegration services for offenders who are sentenced.

Health:

Health services play a crucial role in responding to survivors of violence against women and girls as part of a multi-sectoral response. Health care providers are often the first professionals to have contact with women and girls who experience violence. As a result, developing strong health system policies, norms and protocols and capacity building of health professionals are essential to addressing violence against women and girls. This includes strengthening health care providers’ capacity to provide integrated SRH services including family planning, post abortion care, STI and HIV early diagnosis and treatment with attention to adolescent girls and other vulnerable groups in normal development, post-disaster and humanitarian contexts. The Spotlight Initiative in Grenada will gear efforts at Strengthening the Capacity of Health Systems to Prevent and Respond to Women and Girls’ Survivors of Violence including family violence

⁵⁸ Khan, Alexa (2019). Evaluation of UN Women MCO Caribbean’s Social Mobilization Programme to end Gender-Based Violence in the Caribbean (2014-2017). Draft Final Report.

Justice and Police:

Quality police and justice response are crucial in ensuring that relevant laws against such violence meet international standards and are enforced; keep women and girls safe from violence, including from the re-occurrence of further violence; hold perpetrators accountable. Justice systems, and all actors within the system, must be accountable for ensuring that they deliver on their obligations. The interventions in Grenada will focus on the Special Victim's Unit and its reach throughout the police stations island wide and to the judiciary and other relevant institutions to promote reforms, training guidelines designed to expedite cases of VAWG including special court sessions aimed at the provision of a quality justice and police response to enforce and apply the laws and to administer the sanctions imposed for violations of laws relating to family violence.

Careful attention and priority will be placed on marginalized adolescents who face multiple and intersecting forms of discrimination and the interactions between the social identities and psychosocial attributes of adolescents (i.e. gender, socioeconomic status, age, perceptions, attitudes, and behaviors) and their violence-related outcomes, to ensure that they are not overlooked during the implementation of the interventions. Some approaches for inclusion are mainstreamed and coordinated planning of activities considering the needs of adolescent girls; adolescent friendly VAWG services and; targeted action addressing SRHR of adolescent girls' prevention efforts.

(i) Theory of Change

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

(ii) Outcomes, Outputs, Indicators, Activities

Table 12: Outcome 4: Outcomes, Outputs, Indicators, Activities

OUTCOME 4: Women and girls who experience violence 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 violence (and their families when relevant), especially those facing multiple and intersecting forms of discrimination.	
Indicators	Activities
4.1.3, 4.1.9	Develop a harmonized coordinated approach (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.
4.1.4	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.
4.1.4, 4.1.5	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.
4.1.4, 4.1.5	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.
Output 4.2: Women and girls' survivors of violence and their families are informed of and can access quality essential services, including longer term recovery services and opportunities.	
Indicators	Activities
4.2.1, 4.2.3	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.
4.2.1	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.
4.2.2	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.

a. The scope and scale of support/geographical scope

The scope of support in Outcome 4 aims to strengthen the implementation of the Essential Services Package (ESP) delivered by the Ministries of Social Development, Health, Police, and Justice sectors, as well as the Statistical Office and relevant civil society organizations. These sectors will be engaged to increase the availability of and access to quality coordinated multi-sectoral services for timely, efficient, effective and non-discriminatory, client-centered response for women and girls in Grenada, Carriacou and Petite Martinique who face multiple and intersecting forms of violence. This approach will also enhance the integration of services to address VAWG into SRHR services. Interventions will focus on increasing access to information about available services, including long term recovery options, at the national level, complemented with specific community approaches to ensure that information and services reach those who face multiple and intersecting forms of discrimination. The geographical scope is national and at community levels to allow services for Family Violence and SRHR to reach rural and marginalized groups.



Linkages with other pillars

For the effective and sustained implementation of the activities under Pillar IV, close coordination is envisioned with the other Pillars. To enable the rights-based delivery of the Essential Services Package, the development of the Victims Right Policy under Pillar I will serve as the overarching umbrellas that will facilitate its implementation. A key limitation for Adolescents, in Grenada, to access SRH services, (age of consent), will rely on the policy reforms being implemented under Pillar I, as a key enabling for the 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. Additionally, the training on and technical support for curriculum development and implementation on gender equality mainstreaming and anti-discrimination for key government persons, as well as activities aimed at strengthening the sectors' capacities as it relates to the delay action in pressing charges, without justification that will be addressed under Pillar II: Institutional Strengthening will be extremely relevant for the demand generation activities planned (activity 4.2.2).

It is also envisaged that the activities being implemented under Pillar IV, the rollout of standard operating procedures, protocols, guidelines and 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, is designed to contributed directly to the results envisaged under Pillar II and IV, by ensuring that the beneficiary institutions have the capacity to collect quality and disaggregated in line with national, regional and international standards for evidenced based EVAWQ policy making and programming.

b. Target groups

Direct Beneficiaries
Health workers (Community facilities & hospital, including in Carriacou & Petite Martinique)
Social workers and welfare officers (community level & Child Protection Authority), including in Carriacou & Petite Martinique
Police Officers, including in Carriacou & Petite Martinique
The Judiciary (Magistrates & Prosecutor)
Ministry of Carriacou & PM Affairs
CSOs involved in Essential Services delivery & provision of safe spaces
Women and girl survivors of family-based violence
Disabled women and girls accessing GBV services and parents/caregivers
Women and girls' survivors in shelters, including CEDARS Home for abused women and their children
Adolescent girls

Pillar 4		
Indicative numbers	Direct	Indirect
Women	5326	36,211
Girls	2663	11,310
Men	250	41,345
Boys	0	14,854
Total	8239	103,720

c. Focus and modalities of support

The interventions under this outcome will have a two-scope complementary approach. On the one hand, improving the quality, acceptability, accessibility (exploring new channels of service delivery that address the specific needs of marginalized groups), and coverage of the Essential Service Package and on the other hand, increasing the demand of these services, based on a clear understanding of the needs and barriers to demand and access. Quality and acceptability will be measured based on established ESP standards. The support will focus on identifying the specific gaps in the current service provision and addressing these barriers and gaps. The Spotlight Initiative in Grenada aims to provide greater access to a coordinated set of essential and quality multi-sectoral services for all women and girls who have experienced family violence by rolling out the Essential Services Package, which is comprised of critical interventions in health, social services, justice and police sectors.

The modalities of support include:

- Direct technical support to government and other relevant institutions and CSOs who provide services to women and girls at national and local levels;
- South-South collaboration and knowledge transfer to capacitate multi-sectoral service providers to provide survivor-centered, gender-responsive care to women and girls affected by family violence. Antigua and Barbuda, for example, are currently implementing a one-stop shop for women and girl survivors of violence where all essential services are in one place; and Barbados is implementing a scaled-up police approach to GBV.
- Direct fund disbursement to government and CSO partners (identified through a competitive process) for implementation of services.

Inter-Agency Collaboration

PAHO/WHO and UNFPA will work collaboratively to implement the activities being proposed under Pillar 4. In addition, PAHO/WHO in collaboration UNDP, UNICEF, UN Women, and UNFPA will provide technical support to activities aimed at improving the quality and delivery of the Essential Services Package ensuring that it is rights based and gender responsive. UNFPA will provide technical support to improving SRHR services for marginalized population including in emergency situations and the implementation of community-based interventions and outreach programme. UNDP will provide technical advice and support to the execution of activities relates to improving Royal Grenada Police Force and Justice Sector delivery



of their components of the Essential Services Package, and UN Women will support anti-discriminatory and gender-responsive service delivery of first responder's and social services accountability. PAHO/WHO and UNFPA will collaborate with UNICEF to review SOPs for first response to child victims of sexual violence, abuse and delivery of psycho-social support. The TOR and SOPs being developed under this pillar will be developed jointly amongst all Spotlight Partners. It is also envisaged that under this pillar ILO activities linked to developing access route for victims and survivors to access social safety nets (e.g. housing, SEED, food basket, rent support, emergency funds).

As part of the collaboration, the procurement of the sexual reproductive health commodities will benefit from UNFPA's expertise to procure these items at competitive prices.

Sustainability

To support sustainability and accountability the Spotlight Initiative in Grenada will be using a system strengthening approach for service delivery by streamlining SOPs, guidelines and protocols for service delivery and integrated trainings and planning between sectors. Building on lessons learned, efforts will be made to ensure that the activities to be implemented are included in the institution's and organization's work plans to allow for budget allocation, to include strategic HR Planning for sustainability of interventions, and accountability. In coordination with Pillars 2, establishing multisectoral mechanisms, and Pillar 6, strengthen CSOs capacity to review sector plans and budgets; Spotlight will also form mechanisms to demand accountability and to advocate for VAW services.

The proposed activities will build human and institutional capacity in the provision of quality essential services, thereby ensuring the sustainability of progress made in Grenada under the Spotlight Initiative. For example, activities will aim to review, adopt and embed a range of tools, such as standard operating procedures, protocols, guidelines, and handbooks in institutional practices in the country, so that they can continue to be used and built upon following the Spotlight Initiative. At the same time, efforts will be made to build capacity among the service workforce in application of these tools, thereby ensuring that appropriate human capacity is available to complement institutional capacity built under the initiative. This will include in-service training of trainers, resulting in a cadre of trainers for quality, essential services that can be maintained and expanded upon progressively following the Spotlight initiative, as well as efforts to influence pre-service training through the introduction of appropriate curricula and similar tools to inform future generations of service providers.

Lesson Learnt from Past Programming

Prevention and behavioural change have been complemented by extensive research and programming on strengthening services within the judicial and policing sectors. Lessons learned by UN Women with regards to GBV services include:

- Service provision should be coordinated with clear SOPs outlining collaboration between service providers; There needs to be a consistent budget to upkeep and replace budgets (this would be addressed under Pillar 2 re GRB);
- There should be training for service providers on confidentiality and implicit gender-based biases; and
- There needs to be an accountability and feedback mechanism for clients to be able to rate the value of the services provided.

Through PAHO's work developing a Gender and Health Profile, one lesson learned is the importance of ensuring a project/intervention that is consistent with and clearly fits into the Ministry's annual plans and



development goals. If this does not happen, the intervention is viewed as “additional” activity and the assignment of time from staff is limited and therefore the completion of activities is delayed.

Past programming by the National Gender Machinery in Grenada shows that developing an organizational culture that moves delivery of services to the rights-based, client-centred approaches is the most critical element of improving service delivery in a sustainable way. Hence, it is necessary to focus on the type of interventions that create the shift in culture, relying on the development of policies, protocols, etc., to the extent that they can influence the shift.

For UNFPA, ongoing advocacy with a wide cross section of stakeholders, parliamentarians, civil society, FBOs, media, academia, is essential to counter conservative positions around SRHR and for increased access to services, particularly for vulnerable populations. At the political level, it is important to identify and work with champion parliamentarians across party lines for continuity and sustainability of efforts.

Pillar 5 – Data

The collection, dissemination, storage, and uptake of data on violence against women and girls (VAWG) is a critical area for growth in Grenada, necessitating increased focus and investment.

The Central Statistics Office (CSO) of the Government of Grenada, whilst small and in need of greater capacity, is a leader within the OECS in the production of social data, including most recently the successful implementation of the UN Women supported prevalence survey on gender-based violence, and the conducting of the enhanced country poverty assessment. The CSO has also been calculating the harmonised OECS multi-dimensional Poverty Index annually with UNDP support. They have also assessed the National Statistics System as a first step towards a National Strategy for the Development of Statistics (NSDS). This presents an opportunity for addressing the generation of EAWG related data as part of the prioritised national statistics generated. It is with this in mind that this outcome will depend on the support of the CSO in its review of the existing national statistical system with a view to identify gaps and address them strategically within the context of Spotlight outcomes for data availability and statistical capacity enhancement.

The Spotlight Initiative will address intersecting forms of discrimination among key populations of women and girls, and the necessary data for use to developing effective solutions for prevention and response must be collected. Data on other vulnerable groups and members of the LGBTTI communities will be included, with special attention to discrimination and lack of access to SRHR services.

Linked to the national statistics system is the capacity of community and the police to work together for data collection and monitoring and response to changes over time in the situation on VAWG in Grenada. Using a citizen security approach, communities and CSOs including women’s rights groups as well as private sector, will be included in data collection for evidenced based programme development and reform. Partnerships with communities and police for data collection and monitoring of relevant trends for prevention and response form an important part of the approach to building capacity for data collection and utilisation for VAWG prevention.

The focus of activities in this outcome will be towards the achievement of 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.

Following on the above, the importance of the application of diverse research approaches including feminist gender-based violence (GBV) research that utilizes innovative methodologies to create multi-level change is underscored. Feminist GBV research approaches challenge existing inequalities by centering the



experiences of women and girls, acknowledging how gender inequality intersects with other forms of social oppression, and applying research findings for transformative change in prevention of and response to violence. Feminist research approaches also highlight the importance of qualitative data collection *in addition* to quantitative data collection to understand fully the experiences of family violence survivors, especially those who are most marginalized.

All data collection undertaken by government institutions as well as civil society will be guided by the application of strict ethical standards for the collection of official statistics and undertaking human subject research. This will include attention to confidentiality, privacy and data security. Regional and international tools and guidance on ethical data gathering will be utilized. Collaboration with other partners across pillars to support harmonization of ethical guidance utilized will be sought, so that there is a clear standard set for all data collection processes in all the pillars.

With increased government and CSO capacities in strategic data collection and analysis, data can be collected to 1) understand the scope, nature, causes, and consequences of family violence, 2) monitor the impact of family violence prevention and response interventions, 3) learn more about areas of family violence that are not well understood, including the experiences of family violence during disasters and within historically marginalized groups, and 4) track trends in family violence in Grenada over time. These data will inform and strengthen interventions across pillars of the Spotlight Initiative in Grenada.

(i) Theory of Change

If (1) measurement and methodologies for VAWG, including family violence, data collection are improved and strengthened (including monitoring and reporting requirements for SDG target 5.2 indicators); (2) the capacity of national institutions to collect disaggregated VAWG, including family violence, data in line with globally agreed standards is strengthened and (3) disaggregated data (including to the extent possible on age, ethnicity, location, socio-economic status, disability) are made accessible and disseminated to be used by decision makers and civil society; (4) then laws, policies and programmes will be based on evidence and be better able to respond to the specific context and realities of women and girls, including those most marginalized (5) because they will be based on quality, disaggregated and globally comparable data.

(ii) Outcomes, Outputs, Indicators, Activities

Table 13: Outcome 5: Outcomes, Outputs, Indicators, Activities

OUTCOME 5: Quality, disaggregated and globally comparable data on VAWG related family violence with a focus on intimate partner violence and child sexual abuse, 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 government⁵⁹ and women's rights advocates have strengthened capacities to regularly collect data on VAWG related family violence, in line with international and regional standards to inform laws, policies and programmes	
Indicator	Activities
5.1.4 Number of government personnel, including service providers, from different sectors who have enhanced capacities to collect prevalence and/or incidence data, including qualitative data, on	Utilizing the recommendations of the assessment of the National Statistics System and 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,

⁵⁹ Statistics offices, justice, security and health sector

VAWG in line with international and regional standards	with a focus on intimate partner violence and child sexual abuse. Capacity gap analysis should include key ministries on their capacity to collect, analyse and distribute qualitative and quantitative, VAWG related family violence data with a focus on intimate partner violence and child sexual abuse. This includes the ability to generate gender statistics and undertake SDG monitoring of relevant indicators including SDG 5 and 16.
	Informed by the baseline assessment 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 including in health information, crime statistics, audit and surveillance systems
	Develop and implement training programmes 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
	Develop and implement training programmes to build capacity of and collaborate with 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
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	
Indicator	Activities
5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision	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
5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG	Support the building and operationalization of a 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 should 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

(iii) Expected Content of the Support:

a. Scope and Scale of Support

Support in Pillar 5 will ensure that data relevant to family violence in Grenada can be collected and effectively used to improve prevention and response. This will involve building the data collection capacity of key stakeholders (e.g. at the Central Statistical Office and in CSOs), collecting relevant data at the community and national levels to inform programming at different levels, and storing and disseminating these data in a way that they can be useful for community-level and national stakeholders. Data collected under this pillar's activities will be disseminated and taken up strategically on community and national levels to strengthen the impact of activities across pillars.

Data collection and capacity building activities in Grenada under Pillar 5 will prioritize the collection and application of strategic information, including administrative and programmatic data, that can be used to maximize transformative change on family violence prevention and response.

After data is collected, it must be centrally stored and publicly available for strategic use by government and CSO partners. Comprehensive, publicly available data can inform family violence interventions, improve community monitoring systems, and strengthen advocacy and social movements. Pillar 5 activities will include the development of a strategic information management system that includes a discrete module on VAWG, including family violence.

Linkages with other Pillars

Pillar V's focus on data systems form a key area for integration across all pillars including and but not limited to the strengthening of the coordination role of the Division of Gender and Family affairs as strengthening monitoring systems between first responder agencies. Support for CSO strengthening and the development and implementation of advocacy plans directly intersects with efforts under pillar 6 to support the women's movement and strengthen civil society in their efforts towards VAWG prevention and response. Pillar IV activities related to access to information through innovative technology is also directly related to support for IEC campaigns and advocacy planning under pillar V and synergies will be detailed so as to avoid duplication and ensure complementarity.

b. Target Groups and Geographical Scope

Pillar 5		
Indicative numbers	Direct	Indirect
Women	28	41,509
Girls	0	13,973
Men	15	41,580
Boys	0	14854
Total	43	111,916

Beneficiaries
Government data management officials at national, district, and community levels, including in Carriacou & Petite Martinique
Officers in the Central Statistics Office
CSOs
Child Protection Authority (CPA)
Academia

c. Focus and modalities of support

Focus of support includes:

1. Capacity strengthening of key stakeholders on approaches to VAWG and Family Violence data collection and on the disaggregation of data to reflect the intersecting forms of discrimination among key populations of women and girls;
2. Development of an official Minimum Dataset for administrative VAWG and Family Violence data
3. Knowledge management in regards to better analysis and dissemination of data;
4. Advocacy for Family Violence (IPV, CSA, Elderly Abuse and Incest) data to be available at national levels to evaluate the effectiveness of policies and programmes;
5. Standardization of data management processes of key stakeholders; and
6. An integrated management system.

To achieve progress in the above focus areas, modalities of support include:

- Direct technical support to build strategic information management capacity of government and CSO entities
- Technical support to the women's rights organizations and women's movements on data analysis and use of data;
- Support to CSOs and academic institutions to implement specific interventions/activities; and
- Partnerships with government, CSOs, private sector and academic institutions.

Interagency Collaboration

UNDP will work with UNICEF, UN Women, PAHO/WHO and UNFPA to implement activities under this Pillar, building synergies across all Pillars. Specific areas of collaboration will include working with UN Women for the design of capacity building programmes related to the monitoring capacity and use of data by CSOs envisaged under Pillar VI. Additionally, synergies with activities being implemented under Pillar III, where CSOs will be engaged in the implementation of advocacy campaign that are evidence-based and theory driven will also be achieved through joint planning of activities with UN Women. UNDP will also collaborate with UN Women and PAHO/WHO to conduct a multivariate analysis on the gender-based violence prevalence survey in order to inform the EVAWG policies and programmes. Additionally, UNDP will collaborate engage all RUNOs and AA through their technical team to design TORs and undertake comprehensive technical reviews of outputs produced under this project. In addition, opportunities to seek synergies with activities across the entire programme will be undertaken.

Sustainability

Sustainability in data collection on VAWG and its application in evidence-based decision making will be invested in through community-police partnerships for monitoring, and through addressing gaps in the



national statistics system to collect relevant data. Specifically, capacity building will be integrated across key ministries/agencies to support an integrated approach to data collection and the application of data in decision making processes.

The central statistics office will work closely with the Division of Gender Affairs, and other coordinating bodies to ensure that data systems are in alignment with their needs for coordination and other essential VAWG related functions. Specifically, data will be made accessible to bodies responsible for driving decision making on VAWG prevention and response. The generation of gender statistics and the focus on qualitative and quantitative data collection will also lend support to the sustainability of efforts on VAWG prevention, as data will be more accurate and nuanced for the application to decision making. Of note is that data collection interventions will build capacity that will enhance existing systems as much as possible avoiding placing increased burden on government and other agency counterparts. It is understood that project interventions would not be useful if they are not able to be operationalised beyond the life of the project itself.

Lesson Learnt from Past Programming

Grenada is one of the first countries in CARICOM to implement a national prevalence survey on VAWG, as well as completed a CARICOM Gender Equality Indicator report. The CSO in Grenada has strong capacity, however, is short on staff. Key lessons learned are to build on the strengths of the CSO and build on synergies with programming that already exist. A critical lesson is to ensure that interventions are aligned to broader CARICOM and OECS Regional Statistics strategies.

Pillar 6 – Women’s Movements and Civil Society

In Grenada, CSOs have traditionally played a central role in the prevention of social problems, including VAWG. As such, CSOs, especially those involved in promoting gender equality and the empowerment of women and girls, will continue to be an important partner with government to collaborate in the development and implementation of prevention-focused interventions as well as promoting the use of data, enhancing the accessibility, acceptability and quality of services, strengthening institutional frameworks for delivery on legislation and policies in place and continuing to provide a watchdog and oversight role on EVAWG-related legislation and policies. **Critical in this is the strengthening of both the women’s movement and CSOs as complementary and symbiotic actors in combatting EVAWG more generally, particularly in keeping the issue in the public domain as a threat to peaceful and sustainable societies and a hindrance to equitable and sustainable development.** The SI programming under Pillar 6 will focus specifically on those areas which enable/foster the influence of CSOs and the women’s movement in the other Pillars i.e. knowledge management and evidence-based advocacy, the availability of grants for social justice action and social mobilisation against EVAWG and public state and social accountability mechanisms that empower victims, groups particularly at risk. CSOs will play this role directly as programme implementing partners as well as through the Interim and formally constituted National CSO Reference Group (more on this Group is available in the sections of the CPD relating to Governance and Partnerships). **Pillar 6 is particularly critical for ensuring that SI Grenada employs a strong intersectoral approach.** By harnessing information, advocacy and social mobilization tools, Pillar 6 investments will ensure that those individuals or at-risk groups that experience 5 or more of the 8 risk factors/enabling conditions for family violence (see more on this in Section VIII of the CPD) receive priority attention and support and that there is sustained programming and advocacy for their protection.

(i) Theory of Change

If (1) the knowledge, expertise and capacities of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination is drawn upon and strengthened, and (2) the space for women's rights organisations,

autonomous social movements and CSOs including those representing youth and groups facing multiple and intersecting forms of discrimination's expression and activity is free and conducive to their work, and (3) multi-stakeholder partnerships and networks are established at local, national, regional and global level with women's rights groups and autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination, then (4) women's rights organisations, autonomous social movements and CSOs will be able to influence, sustain, and advance progress on GEWE and ending VAWG, including family violence, policies and programmes that respond to the needs of all women and girls, including those facing multiple and intersecting forms of discrimination, because (5) the activism of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination is a crucial driver of progress on efforts to end VAWG, including family violence.

(ii) Outcomes, Outputs, Indicators, Activities

Table 14: Outcome 6: Outcomes, Outputs, Indicators, Activities

OUTCOME 6: Women's rights groups, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG	
Output 6.1: Women's rights groups and relevant CSOs,⁶⁰ have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including family violence, with relevant stakeholders at sub-national, national, regional and global levels	
Indicator	Activities
6.1.2 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 including family violence	Collaborate with IGDS and St Georges University to support a Knowledge Hub to provide a foundation for the development of critical gender and women's rights research, including feminist research
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 including family violence at local, national, regional and global levels	Supporting to the functioning of the CSO National Reference Group
6.1.2 Number of official dialogues with relevant government authorities with the meaningful participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination	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.
6.1.4 Number of women's rights groups, networks	Facilitate connectivity between gender equality and

⁶⁰ Including those representing youth and groups facing intersecting forms of discrimination/marginalization

and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG including family violence at local, national, regional and global levels	social justice organisations in Grenada and with such organisations in other Caribbean Spotlight countries for joint strategies, sharing lessons and good practices
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 family violence, and GEWE more broadly	
6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy	Provide technical assistance and financial assistance on social accountability 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.
6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy	Provide monitoring tools and training for CSOs to support a national level state and social accountability strategy on administration of justice for Family Violence ⁶¹
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 family violence	
6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination and/or marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, including family violence	Collaborate with other granting organisations (such as women's funds) 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.
Indicator 6.3.2 Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on ending VAWG, including family violence)	

(iii) Expected Content of the Support:

a. The scope and scale of support/geographical scope

The scope of support in this Outcome area includes:

1. Capacity strengthening of women's organisations and civil society organisations at the community level to design, implement and monitor programmes on VAWG, including family violence
2. Capacity strengthening for organised groups in advocacy and the use of social accountability mechanisms to demand accountability for the elimination of Family Violence
3. The promotion of enhanced networking and knowledge sharing among the women's groups and civil society groups at the national level.
4. Enhance legal literacy and knowledge for 1000 rights holders and 50 human rights defenders in collaboration with CSOs and women's rights groups
5. The geographical scope of the interventions will be focused at the national level.

⁶¹ <https://www.nowgrenada.com/2019/10/cop-to-appeal-ec2100-indecent-assault-fine/?fbclid=IwAR06RJ1v1axxzgljDyB7pwr04q6g9grgp5nTRATifChhXPajz-ELuk4ycxk>
<https://www.thegrenadainformer.com/news/item/5460-2-police-officers-suspended-on-criminal-charges>

Linkages with other Pillars

Leveraging the social mobilization capacity of CSOs and the women's movement is critical as an enable to some pillars (Pillars 1, 3 and 4) and contributory to others (Pillars 2 and 5). Efforts to make FV prevention and response more gender-responsive will rely on a mobilized, capacitated, informed civil society actor who also have access to robust quantitative and qualitative information. Pillar 6 relies on the other Pillars in various ways and key linkages across Pillars have been identified e.g. between the development of monitoring tools and training for CSOs and social accountability (6.1.3) and support to building and operationalization of a monitoring system on VAWG for family violence linked to integrated police and community monitoring mechanisms. The approach will be to co-design these two activities in sync and to ensure that they maximize and amplify each other including the value of the resources and the impact to communities and the country. Additionally, efforts to scale up existing successful initiatives currently being implemented by CSOs in areas of advocacy etc. (Activity 6.3.1) will be implemented in synergy with Activity 5.2.1 which will develop and implement community-based advocacy plans and related knowledge products and will also be coordinated with Activity 4.2. focusing on improving access to information including the use of technologies. The training proposed in Pillar 2 from which CSOs will benefit is a critical foundation in terms of knowledge and the latest concepts on which more specialized training for CSO needs and application, will be built including efforts to improve their contribution to service delivery (Activity 4.1.4) as well as the support to greater social accountability in service delivery. This multilevel perspective is also expected to inform the contributions of CSOs through Pillar 6 to Pillar 1 particularly on the Victims Support Bill and generally how duty-bearers engage with victims or possible victims. A right-based approach to FV permeates all levels of implementation of the Pillar including engagement with other agencies, government and with vulnerable and marginalized groups. It is also envisaged that the support provided through Pillar 6 and other Pillars will be critical for ensuring, through the Interim CSNRG that the intersectional approach to SI Grenada is consistently and effectively applied.

b. Target groups

Pillar 6		
Indicative numbers	Direct	Indirect
Women	12333	36,999
Girls	6217	18,651
Men	150	450
Boys	100	300
Total	18800	56,400

Direct Beneficiaries include;
Women and girls, including marginalized population in Grenada, Carriacou and Petite Martinique targeted by relevant CSOs



Women and girl survivors in Grenada, Carriacou and Petite Martinique targeted by relevant CSOs
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Relevant CSOs and Women Rights Advocates in Grenada, Carriacou and Petite Martinique
--

c. Focus and modalities of support

The focus of the support in this Outcome will be on (1) strengthening the voice and agency of women including youth and children and groups facing multiple and intersecting forms of discrimination at different levels for the elimination of Family Violence; (2) strengthening the use of social accountability mechanisms within women's rights groups, women's groups at community level and other civil society groups to influence, sustain, and advance progress on GEWE and VAWG, including Family Violence; and (3) the promotion of coordinated and cohesive evidence-based advocacy and action by women's groups and civil society groups at national, subnational, community, regional and international levels.

The modalities of support will include:

- Direct support to women's groups and civil society organisations, including youth groups and organisations working with groups facing multiple and intersecting forms of discrimination at all levels;
- Supporting women's groups and other civil society groups to convene national advocacy campaigns; to develop and provide knowledge; and to enhance their efforts and voice on national and regional issues.

Interagency Collaboration

UN Women/UNDP will work collaboratively to implement activities being proposed under Pillar IV, particularly related to monitoring capacity and the use of data by CSOs as well as their contribution to information and data on the quality and accessibility of services. On the latter also, UN Women will collaborate closely with PAHO/WHO and UNFPA as well as UNICEF.

The TORs being developed under this pillar, will be developed jointly amongst all Spotlight Partners and critical elements of key activities related to social accountability mechanisms and a grant modality will engage all RUNOs and AA through the Technical Team and as opportunities to strengthen those investments arise or emerge through work in other Pillars.

Sustainability

It is indisputable that sustainability has been a long-standing challenge for CSOs and the women's movement in Grenada. Currently, many institutions within the network are weakened and operating with limited human and financial resources. Learning from past programming as well as regional and global good practice, the approach to engagement with the CSOs seeks to address some of their more fundamental weaknesses – data management, consistent service delivery, partnership and coordination (between themselves and government), consistent and effective messaging and harnessing public interest in social justice. By approaching these barriers collectively and embedding solutions in a networking approach, it is expected that a critical core of representative can continue to function even when human and financial resources are limited. Moreover, by strengthening coordination between civil society and



government, it is hoped that a clear division of labour and accountability framework would emerge which would lead to funding for CSOs, particularly to support the implementation of the GEGAP. Such an arrangement would not only leverage Spotlight resources more effectively but also lead to greater efficiencies in resources allocated to several priority programming areas. The SI investment also comes at a critical time for CSOs and the women's movements in Grenada, (and from OECS and CARICOM programming), which are increasingly being engaged or targeted by disaster risk reduction and climate change initiatives with a significant focus on gender and gender mainstreaming. **This increased attention to gender creates bidirectional benefits on both sides including the prevention of GBV in emergencies and humanitarian contexts.** For the non-SI programmes, GBV, SGBV and family violence are areas of direct and indirect focus which will also tangibly complement SI investments in the coming 3 years.

Lessons Learnt from Past Programming

Based on historical work with civil society organisations, some of the many lessons learned include:

- There is a lack of strategic coordination among NGO and CSO partners;
- There isn't a shared understanding among NGO and CSO partners on the foundational principles for gender inequality;
- The playfield is very small and there isn't strategic or succession planning; and
- The organizational structure of most NGOs and CSOs isn't sufficient to support large grants.

IV. Alignment with SDGs and National Development Frameworks

VAWG is a barrier to women's equal participation in society and affects overall development.⁶² As such, the alignment of the Spotlight Initiative in Grenada with the sustainable development goals (SDGs)⁶³, and other development frameworks such as the UN's Caribbean Multi-Country Sustainable Development Framework (MSDF) 2017-2021 and Grenada's Gender Equality Policy and Action Plan (GEPAP) is critical for programme success. Addressing root causes for the eradication and prevention of VAWG will impact on women's and girls' ability to have a "voice", "choice" and "control" over their lives which are essential for their empowerment, especially those who face multiple and intersecting forms of discrimination.

Considering the complex interplay between the root causes and drivers of VAWG, including family-based violence, as well as, the synergies between the SDGs, successful implementation of the Grenada SI country programme to end IPV and CSA will directly and indirectly contribute to Grenada's and the overall global achievement of Agenda 2030. While SDG 5 (i.e. gender equality and women's empowerment) targets 5.2 and 5.3, and SDG 16 (i.e. peace, justice, and robust institutions) targets 16.1 and 16.2 directly addresses VAWG, there are several targets among the other SDGs that are indirectly aimed to prevent and reduce VAWG.⁶⁴

The following are examples of how the Grenada SI will directly address the SDGs:

- Outcome 1 will address the legislative and policy gaps that create an environment of impunity as it

⁶² World Bank. Voice and agency: empowering women and girls for shared prosperity, World Bank, Washington, DC (2014).

⁶³ https://www.worldbank.org/content/dam/Worldbank/document/Gender/Voice_and_agency_LOWRES.pdf

⁶⁴ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

⁶⁴ Kusuma, Y. S., & Babu, B. V. (2017). Elimination of violence against women and girls as a global action agenda. Journal of injury & violence research, 9(2), 117–121. doi:10.5249/jivr.v9i2.908.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5556627/>



related to family violence both in the public and private spheres (SDG 5.2) as well as reform procedural law governing the conduct of legal proceeding on involving vulnerable witnesses, particularly victims of sexual violence (SDG 5.C).

- Outcome 2 will address the strengthening of national systems to promote gender mainstreaming across Government sectors, including through gender responsive budgeting (GBV), as well as strengthen the national gender coordination mechanism to address VAWG (SDG 16.A).
- Outcome 3 will address gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent violence against women and girls, including family violence in settings such as schools, families and workplaces (SDG 5.2 & 5.3).
- Outcome 4 will address women and girls who experience violence use available, accessible, acceptable, and quality essential services including for long term recovery from violence, for example, through increasing knowledge on SRHR services available and required among survivors of family violence and adolescent girls (SDGs 3.7 & 5.C).
- Outcome 6 will ensure that women's rights groups, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and ending VAWG, for example, through capacity strengthening for organised groups in advocacy and the use of social accountability mechanisms to demand accountability for the elimination of Family Violence (SDG 17.17).

The following are examples of how the Grenada SI will indirectly address the SDGs:

- SDG health targets 3.3 to end the AIDS epidemic would be addressed, as these forms of family violence have been documented as risk factors contributing to the feminization of HIV and AIDS.
- SDG 3.4 to promote mental health and well-being will also be addressed, as VAWG undermines the mental health of women and girls.
- SDGs 4 (i.e. education) targets: 4.1 which ensures that all girls and boys have equitable access to quality primary and secondary education, 4.4 to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship, and 4.5 to eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations will also be addressed. It is documented that the practice of CSA is a hindrance to children and adolescents' equal participation in education, which reduces their opportunity for employment, thus increasing their risk of poverty, involvement in intergenerational transactional sex, and contracting HIV. Therefore, reducing IPV and CSA would contribute to the participation of women and girls', including those marginalized in education (4.1 & 4.4) and skills training for employment (4.5).

The Grenada Country Programme also presents a strategic opportunity for strengthening institutions, building on the government's thrust towards effective and efficient programmes delivery; and greater transparency and accountability, all of which contribute to the SDG 16 agenda of building inclusive, accountable and sustainable institutions.

Furthermore, the country program is closely aligned with three (i.e. An Inclusive, Equitable and Prosperous Caribbean; A Safe, Cohesive, and Just Caribbean; and A Healthy Caribbean) of the four priority areas of the UN Multi-Country Sustainable Development Framework, which articulates the partnership and support which Caribbean countries have requested the UN to provide in the English- and Dutch-speaking Caribbean for the period 2017-2021. The commitments made under the priority areas articulate how the UN's work will contribute to key aspects of the SDGs, and issues of gender equality, women's empowerment, and empowerment of youth are integrated throughout the priority areas.

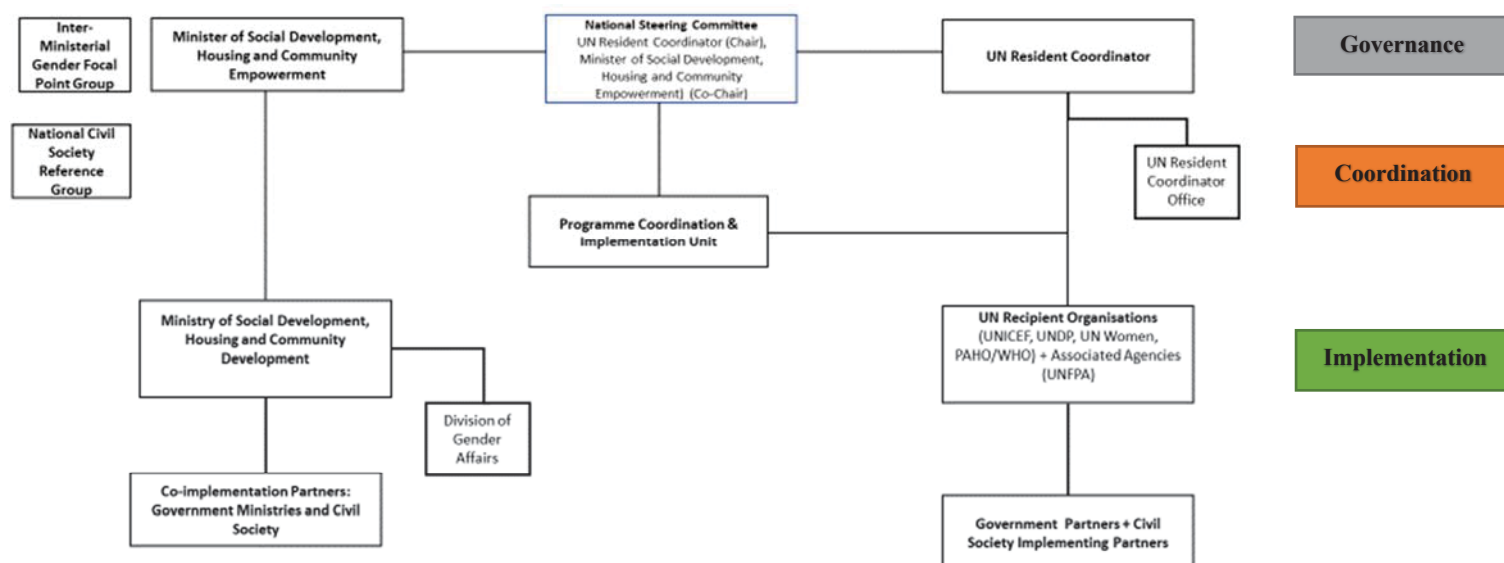


The Country Programme will also contribute to achieving Grenada’s Gender Equality Policy and Action Plan (GEPAP), in which the Government, civil society and private sector play a lead role in providing citizens with the necessary capacities and opportunities for self and national development. Finally, the Country Programme will contribute to achieving Government’s Public Service Delivery Agreement (2019), which is a negotiated charter which reflects Government’s commitment to direct service delivery towards the achievement of the outcome – Strengthen interventions to combat domestic violence and child abuse linked to Enhancing Social Capital and Citizen Wellbeing pillar of Government’s Medium-Term Agenda for 2019-2021.

V. Governance Arrangements

A pictorial overview of the governance structure is outlined in the diagram below:

Figure 5 Governance Structure



National Steering Committee

A National Steering Committee will be established to serve as the highest decision-making body of the Spotlight Initiative. This governance mechanism will provide strategic guidance, fiduciary and management oversight and coordination. It is proposed that the National Steering Committee is co-chaired by the UN Resident Coordinator and the Minister of Social Development, Housing and Community Empowerment or their designate. The committee membership will also include: Representative of the European Union Delegation European Union to Barbados, the Eastern Caribbean States, the OECS and



CARICOM/CARIFORUM; Representatives from two (2) sectoral Ministries and Government Agencies;⁶⁵ one (1) representative from the National Machinery for Gender Equality and Women's Empowerment; Representatives from the Recipient United Nations Organisations (RUNOs); two (2) representatives from civil society who will be nominated by the National Civil Society Reference Group (or more ensuring that the minimum civil society of 20% of its total membership of the Committee). Other stakeholders may be invited to participate in planning, deliberation and monitoring roles of the Committee, where required and will include representatives from academic/research institutions, local communities and/or the private sector. The UN Resident Coordinator's Office will provide secretariat support to National Steering Committee along with Spotlight Programme Coordinator.

The main task of the National Steering Committee will be to guide and oversee the implementation of the Spotlight Country Programme by fulfilling the following roles and responsibilities:

- Ensure proper communication and coordination on the Spotlight initiative at the country level, and support a participatory implementation of the country programme, in alignment with the existing Gender Equality Action Plan (GEPAP) and the Medium-Term Agenda, agreed strategic programming priorities in the United Nations Multi-Country Sustainable Development Framework (MSDF) and European Union priorities.
- Approve programme annual work plans, review output level results, adjust implementation set-up.
- Review and approve periodic and annual joint programme narrative reports submitted by recipient United Nations organizations.
- Approve any programmatic or budgetary programme revisions (revisions of less than 25 per cent of the value of the budget) within the limits of the approved programme document by the Operational Steering Committee.
- Review risk management strategies and ensure the programme is proactively managing and mitigating risks.
- Manage stakeholder relationships at the country level.

The Civil Society National Reference Group (CS-NRG)

A National Civil Society Reference Group (NCSRG) will be established as an institutional mechanism to enhance the participation of civil society. The NCSRG will emerge from the Interim NRCSG which is currently being established and will have the following responsibilities:

- Contribute to the elaboration of the Country Programme;
- Advise on SLI programming and on issues related to the EAWG and family violence in Grenada;
- Partner in SLI advocacy and communication activities;
- Serve as an interactive space for dialogue/learning between the SLI and civil society;
- Participate in the national steering committee through two nominated representatives.

⁶⁵ The Government Representatives on the Steering Committee will be from among the Cluster established to implement the Public Service Delivery Agreement for the Medium Term Priority "Strengthen Interventions to combat domestic violence and child abuse". They are:

- Ministry of Legal Affairs
- Ministry of Youth Empowerment
- Ministry of Education
- Child Protection Authority
- Royal Grenada Police Force
- Ministry of Health
- Central Statistical Office
- Ministry of Social Development



Inter-Ministerial Council of Gender Focal Points

The Inter-Ministerial Council was established to develop, coordinate and sustain the system of Gender Focal Points. Its draft roles include: Monitoring the progress of implementation of GEPAP and other key gender equality initiatives; Integration management by building on past initiatives, identifying and developing opportunities for inter-ministerial collaboration, preventing overlap, and sharing information; and be a consultative body to inform gender-responsive policy formulation and planning. The Inter-Ministerial Council of Gender Focal Points will serve as the Government of Grenada Reference Group to facilitate and monitor coordination of the whole of Government approach and support coordination of technical aspects. Gender Focal Points were identified in accordance with the Gender Equality Policy and Action Plan to:

The responsibilities of Gender Focal Points include, inter alia, to:

- Promote gender mainstreaming in the Ministry/Statutory body by advising and supporting senior managers and professional staff, and monitoring, reporting and disseminating information on progress, challenges and opportunities;
- Develop (drawing on GEPAP) a gender analysis that identifies and analyses the gender issues in the Ministry/Para-statal body and outlines the ways in which gender equality is relevant to the agency's work; a sector-specific gender policy statement which provides a framework for the agency; and a sector-specific gender action outlining the concrete actions to be taken by the agency;
- Collect, analyse and disseminate gender-disaggregated statistics on the work of the Ministry/Agency, including participation in and the impact of policies and programmes;
- Collaborate with the Division of Gender and Family Affairs and other Gender Focal Points, and build contacts with gender experts in the field including in NGOs/CBOs/CSOs, academia, regional and international agencies, etc.
- Engage in opportunities for professional development in the field including gender sensitisation/training at GFP meetings, and specialist seminars and courses in their areas of work/interest."

Programme Coordination and Implementation Unit

A Programme Coordination and Implementation Unit will be situated in Grenada and will be embedded within the Ministry of Social Development, Housing and Community Empowerment. This Unit will support each RUNO to implement their activities. This unit will coordinate the execution of the Programme and will play a key role in ensuring coherence between outcomes and coordination between the Agencies responsible for implementing several activities and monitoring the Initiative. This Unit will coordinate communication, monitoring and evaluation efforts concerning the Initiative. The team will comprise with a full-time Spotlight Programme Coordinator, an Administrative and Finance Assistant, M&E Officer and a Communications Specialist. The Programme Coordinator will prepare an annual work plan, as well as progress reports and the final project report under the guidance of the RUNOs. The unit will function under the overall supervision and guidance of the United Nations Resident Coordinator and with the technical guidance from UN Women in its capacity as lead Technical Coherence Agency and serving all UN Agencies in the implementation of the programme components.

Technical Support to the Implementation of the Country Programme

Technical Coherence Lead

UN Women has been identified as the Technical Coherence Lead, providing technical and strategic advice to the UN Resident Coordinator, to ensure quality and technical consistency and the appropriate political and institutional considerations of Spotlight. This advice is also key in taking appropriate decisions on synergies between the pillars and crosscutting themes critical for the achievement of the planned results. The specific areas of support include the following:



- Providing technical guidance and strategic inputs to the Resident Coordinator's decision making, in the areas of expertise of UN Women to ensure quality and technical consistency and the appropriate political and institutional considerations of Spotlight.
- Advising and support the National Coordination and Implementation Unit in facilitating synergies between Spotlight and other initiatives under implementation in Grenada.
- Providing technical guidance to address family violence and other forms of violence against VAWG
- During the implementation of the Grenada Country Programme, in alignment with the normative framework, 2030 Agenda and the Sustainable Development Goals, and the Multi-country Sustainable Development Framework.
- Providing technical guidance for the design and implementation of the annual work plan, as well on progress reports to be submitted by the RC to the Spotlight Secretariat.
- Providing overall technical guidance to the National Coordination and Implementation Unit on the impact of the programme, its implementation strategy and monitoring and evaluation strategies, in coordination with the other UN agencies leading programme pillars.

Pillar Lead Agencies

The four Recipient United Nations Organisations (RUNOs), UNICEF, UNDP, UN Women and PAHO/WHO will each provide leadership to a maximum of two (2) of the six pillars, according to their mandate and available technical capacities. UNICEF will lead Pillar 1, UNDP will lead Pillars 2 and 5, UN Women will lead Pillars 3 and 6, and PAHO/WHO will lead Pillar 4. These four (4) RUNOs will be supported by one Associated Agency, UNFPA. As the Technical Coherence Lead, UN Women will work collaboratively with all these Agencies to ensure that technical coherence is maintained, thereby contributing to the achievement of the programmes key outcomes. It is anticipated that each Pillar Lead Agency will appoint a Technical Focal Point for the entire duration of the project and that these Focal Points who will work collaboratively to foster synergies across the six (6) pillars. Given the small resource envelope for the implementation of the Grenada Country Programme, no additional staff will be recruited to support implementation by the respective Agencies, Funds and Programmes.

The UN Resident Coordinator's Office

The RCO will provide secretariat support to the Country Programme Steering Committee with inputs from the Programme Coordinator. The Programme Coordinator will support the oversight function of the RC. Interactions and communications with the EOSG, Spotlight Initiative Secretariat, EU Delegation are – in principle – streamlined through the RCO.

VI. Accountability

In line with the United Nations Development System (UNDS) reform, the accountability framework for the Spotlight Initiative Programme in Grenada is designed to reflect the United Nation's Resident Coordinator's (UNRC) overall accountability for the implementation of the programme, supported by the UNICEF, UNDP, UN Women and PAHO/WHO as Recipient United Nation's Organisations (RUNOs) and UNFPA as an Associated Agency. The RC is accountable to the UN Deputy Secretary-General for the overall design, set-up, implementation and reporting on the Grenada Country Programme, including ensuring national ownership at the highest level, sustainability of results, complementing resource mobilization and broad engagement with relevant partners and stakeholders.

The Heads of UN Recipient Organisations are accountable to the RC – and are mutually accountable to each other - for the programmatic and financial outputs of the Country Programme. The RC will regularly



convene a meeting of the Heads of UN Recipient Organisations and Associated Agencies to periodically review the progress of Country Programme implementation. These meetings are aimed at continuous improvement of the Country Programme implementation. Additionally, the RC will entrust the programmatic and technical coordination oversight to UN Women who will serve Technical Coherence lead. The UN Women Representative will delegate a representative who will have day-to-day oversight of the National Coordination and Implementation Unit, the delegate will report to the UN Women representative weekly.

The RC and the Heads of UN Recipient Organisations and Associated Agency will also be jointly accountable to the Government and the people of Grenada, Petite Martinique and Carriacou for the delivery of strategic results of the Country Programme. In addition to the Grenada Country Programme Steering Committee, regular field monitoring visits and a beneficiary feedback mechanism will be established to ensure beneficiary accountability.

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VII. RUNO(s) and Implementing Partners

RUNOs

The four Recipient United Nations Organisations (RUNOs), UNICEF, UNDP, UN Women and PAHO/WHO, have been identified for the Grenada Country Programme, with UNFPA serving as an Associated Agency.

► United Nations Children's Fund (UNICEF) (Lead on Pillar I)

Programme Delivery in Grenada (2017-2019): US\$753,890

Presence in Grenada: The UNICEF Office for the Eastern Caribbean Area, based in Barbados, has programmatic coverage, which includes Barbados, Trinidad and Tobago, the Turks and Caicos Islands and the nine (9) OECS Member States. While this Multi-Country Office does not have staff based in Grenada,



UNICEF's technical staff has had regular country-based engagement in all countries, including Grenada for more than 30 years. UNICEF has an ongoing multi-year workplan with the Government of Grenada as well as civil society partners who are potential implementers within the Project.

Expertise in Outcome Areas(s): UNICEF ECA has diverse technical expertise which is aligned with the Spotlight pillars:

- **Legislative and Policy frameworks:** UNICEF has a track record of working with various Member States and regional institutions to conduct policy and legislative assessments and situation analyses. UNICEF has been working with all of its programme countries to address policy and legal reforms which, among other things, address Violence Against Children. As a major partner of the OECS Family Law Reform Project, UNICEF has been instrumental in the development of model family law legislation, in the provision of technical and consultative support for review and adaption of the model bills in programme countries, and in developing relevant policy frameworks that proceed or follow law reform. In addition, to ensure compliance with national, regional and international frameworks, UNICEF in collaboration with the OECS Commission in pursuit of regional harmonization, has supported development of regional minimum standards for children in alternative care, conducted and shared the findings with policymakers on national assessments of child protection systems, and undertaken capacity building of policymakers and programme technical leads to better advocate for and/or apply new concepts for services delivery strengthening. To ensure a whole of society approach to these issues, UNICEF always works with civil society organizations, including national ones in Grenada such as LACC.
- **Strengthen institutions:** UNICEF has been working with Ministries of Justice, Social Services, Education and civil society organizations in the OECS, including Grenada to build capacity in violence prevention and response. This includes development of protocols and strengthening awareness among children and young people. Gender dimensions of violence and abuse are a key focus area of UNICEF-supported programmes. Within the schools, violence prevention aimed at addressing drivers of violence, including exposure to family violence, has been a key focus. UNICEF recognizes the potential of early childhood development programmes and schools as an important setting for facilitating violence prevention efforts including GBV and is a key development partner in this sector in Grenada and throughout the Caribbean.
- **Prevention and Social Norms:** Over the years UNICEF has worked collaboratively with the Ministry of Education in Grenada in the development of the policy framework and curriculum for the delivery of life skills-based HFLE in schools to address key skills and social competencies for healthy living. This programming now forms an integral part of wider work to reduce all forms of violence in schools. UNICEF has been a key agency in the Break the Silence initiative. Working with various partners from Government, civil society and regional agencies, UNICEF has contributed towards addressing social norms which perpetuate gender-based violence. Periodic social surveys are conducted by UNICEF to track societal opinions and perceptions on GBV and VAC which provide information that guide the design and re-design of campaigns and social mobilization efforts. Situation analyses highlight the social norms which are drivers of violence. Prevention of social norms is a niche area for UNICEF given its technical capacity in Communication for Development and broad partnerships with various sectors. UNICEF also has innovative platforms such as U-Report which can serve as a safe space to discuss sensitive issues around social norms on violence and family violence.

► **United Nations Development Programme (UNDP) (Lead on Pillars II and V)**

Programme Delivery in Grenada (last two years): US\$5,049,000



Presence in Grenada: In 2019, UNDP has four (4) staff based in Grenada: a national coordinator, a project manager and two programme assistants. Barbados and the OECS Sub regional Office acts as back office and operational backbone providing direct technical support through the Gender focal point. The Operations Manager (P4) provides procurement services, finance management, HR assistance and IT services. The Monitoring and Evaluation unit advises on M&E and reporting work.

Expertise in Outcome Areas(s): UNDP has substantive policy and practitioners' expertise that aligns with Spotlight pillars (as per Grenada's priorities), encompassing Citizen Security approaches for VAWG prevention through Police-Community interventions; Police training and community awareness and response; and Data systems development for monitoring and evaluation. As it relates to UNDP's expertise across the six pillars, the expertise that is being brought to the Grenada Country Programme are as follows:

- **Laws and Policies:** Citizen security – Community work – Legal Reform – working with Legal and Law Enforcement professions and professionals. UNDP works closely with the Bar Associations, the Judiciaries, especially High Courts, paralegals and Law Enforcement Agencies (Police and Prisons) as well as with Houses of Parliament and concerned CSOs to analyse needs, study comparative law, budget policies and legislative reforms, elicit views from relevant professionals and organisations to make sure that changes introduced count on sufficient popular support and can be sustained over time, have been tested and have had positive results or have ample chances of succeeding in the context.
- **Prevention and Social Norms:** UNDP leads work among the poorest and particularly vulnerable segments of society, in preventing risk, promoting participation and assisting in building community structures with positive values. UNDP has assisted Grenada in its multi-dimensional poverty measurement and supports its poverty reduction programmes. From this work stems the evidence that poorer women and girls are at a greater risk of suffering violence, not finding protection or response from the law enforcement agencies, suffering difficulties to access the justice system and seeing the perpetrators not held accountable. UNDP works against discrimination through its programme BLIC (Being LGBTI in the Caribbean) and has specific expertise on vulnerability and violence, including against sex workers, and supports a network of partners among the LGBTI organised community. UNDP is the lead organisation on risk populations and the fight against discrimination in the HIV/AIDS context within the UNAIDS coalition. This includes specific skilled support for the Caribbean out of the Panama Regional Centre on positive norms and education of governance institutions in the prevention and protection of groups especially at risk.
- **Quality Essential Service Provision:** UNDP has specialised and sustained experience in First Responders training, management of deployments (with OCHA), development of protocols and materials, codes of behaviour and norms of conduct to prevent that crisis situations exacerbate vulnerability of women and girls to violence. Our capacity for service provision is inscribed in the context of capacity development of first response institutions, and design of early recovery with a preventative lens of GBV.
- **Data:** UNDP's work on Data for the Criminal Justice System has been greatly focused on the disaggregation of data, quality and reliability and more specific data, portraying the success or failure of policy reform, as well as data providing direct information on SDG progress including on GBV. This work has a geographic focus on the Caribbean through the CariSecure project, which is staffed by security professionals and statisticians to collect, produce, analyse and improve the dataset on all aspects of security in the region. In Grenada, UNDP through CariSecure, often in partnership with UNODC, works closely with the Central Statistical Office, the Ministry of National Security, and the Ministry of Legal Affairs to monitor the evolution of reported crime. Our experience with improving data collection systems to inform the response of the justice sector to crime is most evident through the CariSecure Project, where UNDP is supporting the Central Statistics Office and others in the following ways: standardized and disaggregated crime data



reporting within and among national authorities to foster the reliance on valid, reliable, and comparable data on citizen security; evidence-based analysis of crime and violence data to inform national citizen security policy making and targeted policymaking to reduce likelihood of youth involvement in crime and violence, based on valid and comparable evidence.

- CSOs and Women's Movement: UNDP has expertise and a network of partnerships among the CSOs in Grenada, the productive communities that work on resilience and the CBOs of the island. This network is particularly strong among coastal communities affected by climate change.

► **United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) (Lead on Pillars III and VI)**

Programme Delivery in Grenada (last two years): US\$768,000

Presence in Grenada: As a Multi-country Office for the Caribbean, UN Women's programmatic activities are managed out of its Barbados office. UN Women MCO spends 10% of staff time, either virtually or in person through at least annual missions by Senior Management and Technical staff.

Expertise in Outcome Areas(s): Like the women's movement, UN Women has maintained a focus on gender-based violence and violence against women and girls, especially related to family violence, while global interest in and financing for the topic ebbs and flows. UN Women MCO has consistently researched, developed policies and legislation based on research findings and played a critical role in the fundamental understanding of the root causes of GBV and family violence more broadly in Grenada and the Caribbean. As such, UN Women has a deep understanding of the country context, the partners, what has worked, what doesn't and why and has demonstrated this significant technical expertise in gender-based violence prevention and response as a core element of achieving gender equality, women's empowerment and sustainable development in Grenada. As it relates to the Spotlight Pillars, UN Women's technical areas of expertise are as follows:

- **Laws and Policies:** In Grenada specifically, UN Women has developed and made available tools such as the CEDAW legislative indicators, the CEDAW Made Easy booklet and supported the Beijing+25 and CEDAW reporting, as well as gender responsive laws and policies.
- **Strengthening Institutions:** UN Women has translated international standards into global and CARICOM specific tools, which support institutional strengthening including toolkits for national gender machineries, civil society organisations, the police, judiciary and parliament. UN Women has also led in capacity strengthening for institutions that are key stakeholders in GBV prevention and response.
- **Prevention and Social Norms:** Through extensive experience UN Women has gained expertise in bringing traditional and non-traditional (media, artistes) stakeholders on board for successful behavioural change programmes and campaigns.
- **Quality Essential Services:** UN Women's work on behavioural change have been complemented by extensive research and programming on strengthening services within the judicial and policing sectors.
- **Data and Capacities:** The tools developed for services have been informed by UN women led baselines studies on the effect of violence against women and girls, and data produced by UN Women supported CARICOM methodology and country reporting on GBV prevalence and ethical data gathering.



- CSOs and Women's Movements: As a result of its historical underpinnings UN Women has been the only UN agency to consistently engage and work directly with civil society in the Caribbean and in Grenada in particular. This is further outlined below.

► **Pan-American Health Organisation (PAHO) (Lead on Pillar IV)**

Programme Delivery in Grenada (2017-2018 and 2018-2019): \$1,350,000.00

Presence in Grenada: PAHO has a well-established office in Grenada since 2009. This office operates with highly qualified staff comprised of an International technical officer and administrative staff. PAHO views the decentralization of the organization's operations as a strategy to be more responsive to Member States while ensuring programmatic alignment of all interventions. This office has an assigned budget for operations. PAHO has an excellent working relationship with the Government of Grenada and especially with the Ministry of Health with Grenada currently serving on the Executive Board of WHO. Apart from the on-the-ground office, Grenada is also served by a cadre of technical officers (P4's) and administrative support team based in Barbados and which are all led by the PAHO/WHO Representative for Barbados and the Eastern Caribbean.

Expertise in Outcome Areas(s): PAHO's comparative advantage and, therefore, technical expertise is in the area of Strengthening Capacity of Health Systems to Prevent and Respond to Survivors of Violence, pillar 3 and 4 of the Spotlight Initiative. PAHO/WHO has a team of experts in Health Systems, advisors on Family Violence and Gender and Health that will guide the development of the program. A team comprised of the Family Health advisor, Health System Specialist, Violence Prevention advisor and Grenada Country Program Specialist will ensure the timely and quality implementation of the activities agreed in the Country Program. Two recent documents approved by PAHO and WHO's Governing Bodies will be used as reference:

1. Regional Strategy and Plan of Action on Strengthening the Health System to Address Violence Against Women (CD54/9, Rev.2) – approved by PAHO's Directing Council in 2015
2. Global Plan of Action on strengthening the role of the health system, within a national multisectoral response, to address interpersonal violence, in particular against women and girls, and against children – approved by the World Health Assembly in 2016

Additionally, with the goal of supporting its Member States, PAHO/WHO have developed a series of tools to guide efforts to prevent violence against women and children and which support the Spotlight Theory of Change:

- Spotlight Pillar 4, Services
 - Responding to intimate partner violence and sexual violence against women: WHO clinical and policy guidelines.
 - Health care for women subjected to intimate partner violence or sexual violence: A clinical handbook.
 - Strengthening health systems for women subjected to intimate partner violence or sexual violence. A manual for health managers.
 - Curricula for health care providers on how to identify and respond to women survivors of intimate partner violence and sexual violence.
 - WHO tools to prevent and respond to violence against children: Responding to children and adolescents who have been sexually abused: Clinical Guidelines Child maltreatment: Clinical guidelines.

► **Associated Agencies**



UNFPA as an Associated Agencies, will provide technical support to the four RUNO(s) through the implementation of the Programme, with a focus on Pillar III: Prevention and Social Norms and Pillar IV. UNFPA's expertise aligned to the Spotlight Pillars are as follows:

- **Laws and Policies:** Addressing Sexual and Reproductive Health and Rights (SRHR) is directly linked to preventing and addressing the consequences of Family Violence (FV) in Grenada. UNFPA provides high-level advocacy, policy advice and technical assistance on SRHR including sexual and gender-based violence (SGBV) and population dynamics to address gender equality and women's empowerment. UNFPA works closely with Parliamentarians, civil society organizations (CSOs) and young people to advocate for changes in discriminatory legislations and socio-cultural practices related to SRHR that perpetuate SGBV, including family violence.
- **Prevention and Social Norms:** UNFPA is leading work among vulnerable populations in preventing HIV and changing social norms which put these populations at greater risk of HIV and violence, including family violence. UNFPA also has technical expertise to work with men and boys at community levels to address GBV through promotion of positive masculinities; build partnerships and networks, including with Faith-Based Organizations; and working with vulnerable populations (such as members of the LGBTQI population, sex workers, persons with disabilities, at risk youth, elderly and migrants). UNFPA is the lead agency for comprehensive sexuality education (CSE) for in and out of school youth and utilizes innovative communication strategies (e.g. GBV platforms and Youth Connect mobile SRH applications) and community interventions to prevent and address social norms, including beliefs and practices, that contribute to family violence. The integration of sexual and reproductive health and rights in proposed interventions, such as parenting and in-school curriculum interventions, will allow for a continuum of prevention during childhood and the transition into adulthood.
- **Quality Essential Service Provision:** UNFPA in collaboration with other UN organizations is providing technical assistance for countries to roll-out the GBV essential service package (ESP) for multi-sectoral survivor-centred care for women and girls' survivors of SGBV. UNFPA has the tools and technical expertise to address standards of care, protocols for the health sector and is able to facilitate direct south-south cooperation (SSC) in the sub-region. Being the lead UN agency for addressing GBV in emergencies, particularly the referral pathway for multi-sectoral services and women friendly spaces, allows UNFPA to also strengthen service provision in the development context given the nexus and vulnerability of the Caribbean to natural disasters.
- **Data:** Population data and dynamics is one of the four (4) pillars of UNFPA's work globally and in Grenada working closely with the National Statistical Office and key line ministries. Technical expertise is available for the production and analysis of population data, including Big Data, surveys and administrative data. In addition to providing technical support for the 2020 round of census, UNFPA continues to advocate for the development and rollout of adequate information management systems such as a domestic violence database and GBV surveillance systems, as part of efforts to strengthen referral pathways and GBV case management. Such efforts have the potential to significantly increase uptake of supportive services by survivors of family violence.
- **CSOs and Women's Movement:** UNFPA has expertise in building partnerships and working with women and youth groups and networks to implement effective and sustainable initiatives to address family violence in the above-mentioned pillars and to address the SRHR needs of vulnerable groups.

► **Implementing Partners**

Government



Coordinating Mechanism on Violence against Women (the Division of Gender and Family Affairs)

In accordance with the National Strategic Action Plan to Reduce GBV, the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment is the coordinating mechanism on violence against women. It is also the National Machinery for Gender Equality and Women's Empowerment. The Purpose of the Coordinating Mechanism is to improve responses to intimate partner violence and sexual abuse; to increase efficiency in networking and collaboration; and to promote offender accountability.

Roles and Functions of the Coordinating Mechanism

The overall role of the coordinating mechanism is to provide effective, efficient, client-centered services to support and protect victims of these forms of violence, hold offenders accountable, prevent gender-based violence, and be responsible for national data collection and reporting on these forms of violence. It will respond to and prevent intimate partner violence, sexual violence and other forms of gender-based violence based on the human rights and gender equality approach and be comprehensive, feasible and accountable. Specifically, the coordinating mechanism would be responsible for the following functions:

- To coordinate and supervise the operations of the key entities: Special Victims Unit within the RGPF, GBVU and Designated Health Facilities
- To provide debriefing and other support services for staff members of the entities
- To strengthen the capacity of the entities such as by providing training/staff development for the staff at the key entities, upgrading infrastructure
- To establish and implement mechanisms to make services effective, efficient and client-centered
- To develop, where necessary, and monitor implementation of the standards, policies, protocols, legislation and human rights conventions
- To facilitate networking and sharing of resources
- To pool high-level/specialized human resources
- To receive and address complaints against any of the entities and to review matters and conduct inquiries regarding accountability by staff of any of the entities regarding allegations of breaches to approved standards of operation
- To resolve conflicts among entities
- To make recommendations on legislative and policy change
- To collect, collate and disseminate administrative data from the Entities
- To conduct research
- To conduct public education, prevention and behaviour change campaigns
- To assess the roles and services of inter-related social service providers (e.g. School Attendance Officers and Counsellors at the Ministry of Education) in order to make recommendations on creating linkages and streamlining services
- Any other roles and/or functions deemed necessary

At the country level, implementation of the Project will be led by the Ministry of Social Development, Housing and Community Empowerment, through the Division of Gender and Family Affairs and (Technical Lead) a Project Implementation Team (Administrative Lead). Other Implementing partners will be Ministries of Government, Women's NGOs and Civil Society Organisations. The following table shows the list of Implementing Partners by Pillar:

Pillars	Implementing Partners
Legislation and Policy Frameworks	Ministry of Legal Affairs, Attorney General, Department of Public Prosecutions, Royal Grenada Police Force (Prosecutions Dept), Ministry of Social Development
Strengthening Institutions	Cabinet Secretariat, Department of Public Administration, Ministry of Finance, Ministry of Social Development



Prevention and Social Norms	Ministry of Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Social Development
Delivery of Quality Essential Services	Ministry of National Security, Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Foreign Affairs, Ministry of Social Development
Data availability and capacities	Central Statistical Office (Ministry of Finance), Royal Grenada Police Force (Criminal Records Office), Ministry of Health, Ministry of Social Development
Supporting the women's movement	Civil Society Organisations

Civil Society

- Women's rights organizations, civil society including social justice organizations, those groups that promote the rights of youth/ adolescents, women and girls with disabilities, people living with HIV, movement of women victims, survivors, CRC ambassadors
- Civil society including those associated with youth, health (including psycho-social support) and education
- Vulnerable Community groups
- Civil society organisations engaged in the provision of safe accommodation and shelter services.
- Cultural Associations and Associations of Artists
- Inter- religious and faith-based organizations
- Private sector (Chamber of Commerce, trade unions and networks of companies by sector transportation, tourism, technologies, among others)
- Sporting Organisations

Other Partners

Universities, Community Colleges, Training Institutions, Private Sector, Workers Unions.

VIII. Partnerships

Following the confirmation of the funding envelope for Grenada, the **UN Resident Coordinator convened a meeting with the Head of Technical Cooperation and the Programme Manager from the Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS, and CARICOM/CARIFORUM** to present and discuss the proposed approach timeline, and to obtain their perspective on the priorities for the Grenada Country Programme. **The EU led a presentation to the Gender Donor Coordination Group aimed at sensitizing development partners on the Spotlight Initiative and identifying opportunities for involvement.** A high-level mission was organized to Grenada to launch the design process, led by the UN Resident Coordinator, with participation of the UN Women Representative, UNICEF Representative, UNFPA Director for the Caribbean and Technical Officers from UN Women, UNICEF, UNFPA, PAHO/WHO and the UNRCO. During this mission, a series of high-level bilateral meetings were organized with the Prime Minister, Minister of Social Development, Housing, and Community Empowerment and other key Ministers, as well as a multisectoral meeting with government counterparts, followed by a meeting with civil society organisations.

The Government of Grenada under the leadership of the Ministry of Social Development, Housing, and Community Empowerment has led the engagement with key government stakeholders in order to identify the priorities of the national programme, and in organizing high-level meetings and sectoral consultations with government counterparts and Civil Society organisations in order to deepen discussions on the priority areas of focus for the Grenada Country Programme. During the



design phase, the Ministry continued to play a leading role in steering the strategic direction of the project, and in providing technical guidance and recommendations to improve the various versions of the Country Programme Document, to ensure that it responds to national priorities, brings about transformative change through addressing the gaps identified in the Situation Analysis and in the Technical Working Group Report. In preparation for the zero draft of the Country Programme Document, additional sectoral consultations were conducted on Grenada and Carriacou by consultants based in Grenada on the 4th, 9th, 12th and 16th July with Government and Civil Society counterparts to deepen the discussions on main challenges in prevention and response to gender-based violence, and the proposed remedial actions. To systematically collect the stakeholders' views and priorities, templates in the form of a matrices were created and tailored to each stakeholder group for further analysis. During the revision period, the consultants conducted 2 further consultations on 29 and 30 July - a multi-stakeholder session and a consultation with Survivors. Throughout the development process, a wide range of Civil Society Organisations have been engaged, providing diverse perspectives on gender-based violence and child sexual abuse in Grenada, with a focus on understanding intersectionality of gender-based violence, including those facing multiple forms of discrimination and exclusion. Out of these consultations, recommendations for persons to serve as a member of the Interim Civil Society Reference Group has emerged, as well as Government's request for the formation of a Government Reference Group.

During the implementation phase, the project will be led by the Ministry of Social Development, Housing and Community Empowerment, through the Division of Gender and Family Affairs and (Technical Lead), who is identified within their National Strategic Action Plan to Reduce GBV, the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment as the coordinating mechanism on violence against women. In addition to this Ministry, it is envisaged that the Office of the Attorney General, Ministry of Legal Affairs, Ministry of Youth Empowerment, Ministry of Education, Tertiary Education, Skill Development & Education Outreach, Human Resources Development & Religious Affairs, Royal Grenada Police Force, Ministry of Health, Ministry of National Security and Finance, Cabinet Secretariat, Department of Public Administration, Child Protection Authority, Central Statistics Office (Ministry of Finance), and the Supreme Court Registry will be engaged as direct beneficiaries or implementing partners. It is also envisaged that the EU will be an active participant in the Grenada National Steering Committee, and at the technical level, in the Programme Oversight and Technical Coordination Committee.

Development partners who are members of the Gender Coordination Group, a sub-grouping within the Eastern Caribbean Development Partners Group, have also been engaged through their quarterly meeting. Development partners were provided an overview of the Spotlight Initiative. Once the programme has been approved, a follow-up presentation will be made to Development Partners, identifying opportunities for joint advocacy and outreach.

See *ANNEX 1: Multi-stakeholder engagement in the Country Programme development process* for tables of participants and recommendations for the various stakeholder consultations.

IX. Programme Results Matrix

OUTCOME 1: Lead Agency- UNICEF 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				
Indicators	Data source	Means of verification	Responsible Org.	
Indicator 1.1 Grenada has laws and policies on VAWG, including family violence, that adequately respond to the rights of all women and girls, are evidence-based and in line with international HR standards and treaty bodies' recommendations ⁶⁶	Legislation, Policies	Review of legislation and policies on VAWG	UNICEF	
Indicator 1.2 Grenada has a national evidence-based, costed action plan and M&E framework on VAWG, including family violence, that respond to the rights of all women and girls and are developed in a participatory manner.	Gender Equality Policy and Action Plan (GEPAP)	Review of GEPAP	UNICEF	
Indicator 1.3 Grenada has laws and policies that guarantee the ability of women's rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda.	Legislation, Policies	Review of legislation and policies	UNICEF	
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 family violence 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				
Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG, including family violence, and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing multiple and intersecting and multiple forms of discrimination and are in line with international HR standards	Legislation, Policies	Number of new and/or strengthened laws and policies on ending VAWG	UNICEF	
Indicator 1.1.3 Proportion of draft laws and/or policies on ending VAWG, including family violence, and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates	Drafts of Laws and Policies on ending VAWG	Total number of designated drafts; total number of designated drafts with input from	UNICEF	

⁶⁶ Progress towards international standards will be measured through an analysis of specific components ("degree to which") as described in the Methodological Notes



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 VAWG including family violence and/or gender equality and non-discrimination and implement the same	Records of capacity building activities	women's advocates Attendance of target groups; Assessment of training outcomes	UNICEF
Output 1.2 National and/or sub-national partners are better able to develop evidence-based national and/or sub-national action plans on ending VAWG/SGBV/HP in line with international HR standards with M&E frameworks, responding to the needs and priorities of groups facing intersecting and multiple forms of discrimination			
Indicator 1.2.1 Number of draft evidenced-based national and/or sub-national VAWG/SGBV/HP action plans developed that respond to the rights of groups facing intersecting and multiple forms of discrimination with M&E frameworks and proposed budgets	Draft Action Plans for ending VAWG	Draft Action Plans for marginalized groups, with M&E frameworks and proposed budgets	UNICEF
OUTCOME 2: Lead Agency- UNDP			
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			
Indicators	Data source	Means of verification	Responsible Org.
Indicator 2.1 Grenada has functioning national coordination and oversight mechanisms at the highest levels for addressing VAWG, including family violence, that include representation from marginalized groups	Division of Gender & Family Affairs, MoSDHCE	Review of GEPAP	UNDP
Indicator 2.2 Grenada allocates x% or more of national budgets to the prevention and elimination of all forms of VAWG, including family violence	National budgets	Review of national budgets	UNDP
Indicator 2.3 VAWG, including family violence, is integrated in 6 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards	GEPAP, PSDA	Review of GEPAP and PSDA	UNDP
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 family violence, especially for those groups of women and girls facing multiple and intersecting forms of discrimination, including in other sectors			
Indicator 2.1.1 Number of institutions that develop strategies, plans and/or programmes to prevent and respond to VAWG including family violence,	National and subnational plans to end VAWG	Assessment of plans by Gender Machinery	UNDP



including for those groups of women and girls facing multiple and intersecting forms of discrimination				
Indicator 2.1.2 Grenada accountability mechanisms within relevant government institutions in place to monitor GEWE and VAWG, including family violence	MoSDHCE	Periodic reports on development and implementation of plans and programmes to end VAWG		UNDP
Indicator 2.1.3 Number of strategies, plans and programmes of other relevant sectors that integrate efforts to end VAWG, including family violence, developed in line with international HR standards	MoSDHCE	Records of plans and programmes from other relevant sectors		UNDP
Indicator 2.1.5 Percentage of targeted national and sub-national training institutions for public servants that have integrated gender equality and ending VAWG, including family violence, in their curriculum, as per international standards	Training agenda and/or course descriptions	Calculation of percent of training institutions that integrated the content		UNDP
Indicator 2.1.8 Number of key government officials with strengthened capacities to integrate efforts to end VAWG including family violence into the development plans of other sectors	Records of capacity building activities	Attendance and assessment of training outcomes		UNDP
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				
Indicator 2.2.1 Proportion of supported multi-stakeholder coordination mechanisms established at the highest level and/or strengthened composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans	MoSDHCE	Assessment of coordination mechanisms and work plans		UNDP
Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms that include representatives of groups facing multiple and intersecting forms of discrimination	MoSDHCE	Assessment of the makeup of coordination mechanisms		UNDP
OUTCOME 3: Lead Agency- UN Women				
Gender inequitable social norms, attitudes and behaviours change at community and individual levels to prevent VAWG/SGBV/HP and promote women and girls' SRHR				
Indicators	Data source	Means of verification	Responsible Org.	
Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner (to violence), by sex and age	Survey	Results of targeted survey questions	UN Women	



Indicator 3.3 At least 3 evidence-based, transformative/comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner	Spotlight activities	Review of programmes that meet the criteria	UN Women
Output 3.1 National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviours for in and out of school setting			
Indicator 3.1.2 Number of national and/or sub-national programmes developed for inclusion in educational curricula to promote gender-equitable norms, attitudes and behaviours, including targeting young women and girls, young men and boys facing multiple and intersecting forms of discrimination	Relevant Ministries	Assessment of specified programmes developed for inclusion in educational curricula	UN Women
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			
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 and girls' sexuality and reproduction	Attendance records	Number attending	UN Women
Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping	Campaign reports	Estimated number reached	UN Women
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	Attendance records	Number attending	UN Women
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	Campaign reports	Summary record of all campaigns	UN Women
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 family violence, and for gender-equitable norms, attitudes and behaviours and women and girls' rights			
Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG, including family violence, 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	Reports from non-state institutions	Summary record of non-state institutions that developed strategies/policies on ending VAWG	UN Women



Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant non-state institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on VAWG including family violence and for gender-equitable norms, attitudes and behaviours and women and girls' rights	Reports from non-state institutions	Assessment of the advocacy efforts of non-state institutions	UN Women
OUTCOME 4: Lead Agency- PAHO/WHO Women and girls who experience VAWG, including SGBV/HP, use available, accessible, acceptable, and quality essential services including for long-term recovery from violence			
Indicators	Data source	Means of verification	Responsible Org.
Indicator 4.1 Proportion of women, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence who seek help, by sector ⁶⁷	Records of essential service providers	Review of records	PAHO/WHO
Indicator 4.2. Number of cases of VAWG, including family violence, reported to the police; b. proportions of cases reported to the police that are brought to court; c. proportions of cases reported to the police that resulted in convictions of perpetrators, all during a specific time period (e.g. past 12 months)	Police records, court records including convictions	Case tracking	PAHO/WHO
Indicator 4.3 A dedicated management information system (MIS) on VAWG, including family violence, at the national level which can measure the number of women/girl survivors of violence (and their families, when relevant) that have received quality, essential multi-sectoral services	Central Statistical Office	Detailed description of MIS capacity	PAHO/WHO
Output 4.1: Relevant government authorities and women's rights have better knowledge and capacity to deliver quality and coordinated essential services, especially those facing multiple and intersecting forms of discrimination			
Indicator 4.1.3 The development and/or strengthening of national guidelines or protocols in line with the guidance and tools for essential services	Guidelines and protocols	Assessment of the implementation of new and revised guidelines and protocols	PAHO/WHO
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 girls' victims/survivors of VAWG including family violence (and their families, when relevant)	Training schedules and agenda	Attendance and assessment of training outcomes	PAHO/WHO
Indicator 4.1.5 Number of women's rights organizations who have increased knowledge and capacities to deliver quality and coordinated	Training schedules and agenda	Attendance and assessment of training outcomes	PAHO/WHO

⁶⁷ This indicator should be measured for women seeking services **within the past 12 months**, in order to measure progress and change over time—as lifetime prevalence of violence is not a sound measure of change over time.

essential services to women and girls' victims/survivors of VAWG including family violence (and their families, when relevant)				
Indicator 4.1.9 The development and/or strengthening of national guidelines or protocols for essential services that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination (and/or their families, when relevant)	SOPs	Assessment of the implementation of new and revised SOPs		PAHO/WHO
Output 4.2: Women and girl survivors of VAWG, including SGBV/HP, and their families are informed of and can access quality essential services, including longer term recovery services and opportunities				
Indicator 4.2.1 Number of women and girls' survivors of VAWG, including SGBV/HP, that have increased knowledge of and access to quality essential services	Records of essential service providers	Summary report		PAHO/WHO
Indicator 4.2.2 Number of women and girls' survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased knowledge of and access to accompaniment/support initiatives, including longer-term recovery services	Records of safety net services, and long-term recovery services	Summary report		PAHO/WHO
Indicator 4.2.3 Strategies for increasing the knowledge of and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination (and/or their families, when relevant)	Reports from relevant state agencies and from CSOs	Summary report		PAHO/WHO
OUTCOME 5: Lead Agency- UNDP				
Quality, disaggregated and globally comparable data on different forms of VAWG, including SGBV/HP, collected, analysed and used in line with international standards to inform laws, policies and programmes				
Indicators	Data source	Means of verification	Responsible Org.	
Indicator 5.1 The development of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG, including family violence, collected over time	Central Statistical Office	Review of VAWG data indicators available	UNDP	
Indicator 5.2 The development of countrywide, publicly available data, reported on a regular basis, on various forms of VAWG, including family violence	Central Statistical Office	Review of VAWG reports available	UNDP	
Indicator 5.3 National statistics related to VAWG, including family violence, incidence and prevalence, disaggregated by income, sex, age, ethnicity, disability, and geographic location and other characteristics relevant in national contexts	Central Statistical Office	Review of data variables and MIS capabilities	UNDP	
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 SGBV/HP, in line with international and regional standards to inform laws, policies and programmes				



Indicator 5.1.1 The development/adaptation of contextualized methods and standards at national level to produce prevalence and/or incidence data on VAWG, including family violence	Central Statistical Office	Preparation for development and reporting of prevalence and incidence data	UNDP
Indicator 5.1.2 Grenada's system to collect administrative data on VAWG, including family violence, in line with international standards, across different sectors	Central Statistical Office	Administrative data on VAWG collected	UNDP
Indicator 5.1.3 Number of National Statistical Officers who have enhanced capacities to produce data on the prevalence of VAWG including family violence, and incidence where appropriate	Central Statistical Office; Training schedules and agenda	Attendance, assessment of training outcomes	UNDP
Indicator 5.1.4 Number of government personnel, including service providers, from different sectors who have enhanced capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG including family violence in line with international and regional standards	Training schedules and agenda	Attendance; assessment of training outcomes	UNDP
Indicator 5.1.5 Number of women's rights advocates with strengthened capacities to collect prevalence and/or incidence data, including qualitative data, on VAWG including family violence	Training schedules and agenda	Attendance; assessment of training outcomes	UNDP
Output 5.2 Quality prevalence and/or incidence data on VAWG, including SGBV/HP, is analyzed and made publicly available for the monitoring and reporting on the SDG target 5.2 indicators to inform evidence-based decision making			
Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making	Central Statistical Office, relevant Government units, CSOs	Communications regarding the availability of the data; number of requests for the data; reports on data usage	UNDP
Indicator 5.2.2 Number of pieces of peer-reviewed qualitative research published	Academia, Public domain	Publications	UNDP
OUTCOME 6: Lead Agency- UN Women			
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 VAWG, including SGBV/HP			
Indicators	Data source	Means of verification	Responsible Org.
Indicator 6.1 Women's rights organisations, autonomous social movements and relevant CSOs ⁶⁸ in Grenada increase their coordinated efforts to jointly advocate on ending VAWG, including family violence	CSO reports	Identification of coordinated efforts for advocacy	UN Women
Indicator 6.2 Grenada's increased use of social accountability mechanisms	National CSO Reference	Records of social accountability	UN Women

⁶⁸ Including those representing youth and groups facing intersecting forms of discrimination/marginalization



by civil society in order to monitor and engage in efforts to end VAWG, including family violence	Group	mechanisms	
Indicator 6.3 Proportion of women's rights organisations, autonomous social movements and CSOs in Grenada, 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, including family violence	CSO reports	Review of CSO reports	UN Women
Output 6.1: Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national, national, regional and global levels			
Indicator 6.1.2 Number of official dialogues with relevant government authorities with the meaningful participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination	Meeting schedules, Training schedules, and Agenda	Attendance, Assessment of training outcomes and/or meeting objectives	UN Women
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 including family violence	National CSO Reference Group	Number of CSOs in partnerships with women's rights groups to reach and serve youth and marginalized groups	UN Women
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 including family violence at local, national, regional and global levels	Reports from CSOs and women's rights groups on partnerships and networks for joint advocacy	Number of reported networks and partnerships for advocacy	UN Women
Output 6.2: Women's rights groups and relevant CSOs are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including SGBV/HP, and GEWE more broadly			
Indicator 6.2.1 Number of supported women's rights groups and relevant CSOs using the appropriate accountability mechanisms for advocacy	National CSO Reference Group	Number of submitted proposals, number approved for social accountability grants	UN Women
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 VAWG, including SGBV/HP, and promote women and girls' SRHR			
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 VAWG, including SGBV/HP and on women and girls' SRHR	CSO reports, Reports from small grant funding modality	Number of submitted proposals, Number of funded proposals, Progress reports	UN Women



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Indicator 6.3.2	Number of women's rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on ending VAWG, including family violence	CSO reports, Participating UN agency reports	Number of CSOs using UN knowledge products	UN Women
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X. Intersectional Approach

In alignment with the 2030 Agenda for Sustainable Development, the Grenada Spotlight Initiative actively endorses the principle of Leaving No One Behind and of Reaching the Furthest First. Failure to systematically address factors of marginalization and vulnerability could result in inequalities being further aggravated for populations facing multiple risks and deprivations.

Critical to reaching and addressing the needs of these under-served groups and individuals is an intersectional lens in planning, protection and response. Using intersectionality as a framework for exploring the dynamic(s) between co-existing identities and connected systems of oppression, programmes like SI are better able to serve the needs of an adolescent girl, who lives below the poverty line, is disabled, has already been exposed to family violence directly or indirectly and who is also unable to access SRHR services and is also discriminated against in the public health system.

Defining clearly who or which groups face multiple and overlapping inequalities and disadvantages is a challenge for Grenada. The data needed to make those determinations in full is lacking at this time. For this reason, a comprehensive management information system (MIS) is a priority in this Spotlight Initiative. Improved gender analysis linked to more regular data collection are critical to strengthening how programmes like SI more proactively address risk and exposure to family violence. Existing information provides some insights into intersectionality related to FV as follows:

- In a survey on social norms and child sexual abuse reported by Jones & Jemmott, 2009, most respondents (76%, N= 653) thought that sexual activity between adults and children was never acceptable no matter what the circumstances. Of those who **disagreed** with the statement, however, people from rural communities outnumbered those from urban communities by a factor of 2:1. Additionally, people from rural communities were almost twice as likely as those from urban communities to believe 'Women refusing to have sex with partners is a reason for men seeking to have sex with children'. This suggests that the intersection of being an adolescent and living in a rural area might place one at higher risk for grooming, forced sex, sexual initiation, sexual abuse and sexual exploitation. This is a key consideration for primary prevention.
- As reported in GEPAP, the adolescent fertility rate was 12.4% in 2012, indicating the percentage of female teenagers aged 13–19 who gave birth (Ministry of Health, GOGH, 2013). Education statistics also show that nearly 20% of teenagers who gave birth also dropped out of secondary school. This suggests that the intersections of being an adolescent, of having a teenage pregnancy and of dropping out of school may place one at a greater risk of being in an exploitative relationship and being unable to escape due to limited economic empowerment. This is a key consideration for secondary prevention.

Embracing a Human Rights-Based approach and a focus on women's and girl's agency and autonomy including the right to decide what happens to their own bodies, SI Grenada will implement its prevention and services programming with a focus on Doing No further Harm as well as principles of inclusivity, transparency, accountability. These intersectionalities, theorized and confirmed, will be integrated into activities for Pillar 1 and 2 and 4, particularly where training of service providers and first responders have been identified as investment priorities.

Additional elements of the intersectional approach comprise the following elements:

- 1) Identifying individuals exposed to or at risk of 5 or more risk factors, as a key beneficiary group under



Pillars 3, 4 and 6;

- 2) Direct engagement and involvement of persons representing these groups in the conceptualization, development and implementation of innovative programmes and activities and in the Interim CSO Reference Group;
- 3) Strengthening partnerships and networks for enhanced service delivery to these groups including decentralized services which are delivered to users;
- 4) Actively addressing barriers to their access to services, protections, and justice, with a focus on social justice support through Pillar 6;
- 5) Revitalizing or creating safe spaces for such at risk groups and individuals including in schools and the workplace;
- 6) Enhancing data collection and data management, with appropriate privacy considerations that allow for the creation of risk profiles and safeguarding measures;
- 7) Improved monitoring and evaluating activities to determine efficiency and effectiveness of programming delivery to these groups; and
- 8) Scaling up of targeted and innovate programming which are intersectional in nature.

Based on available socio-economic data, the risk factors which have been identified include:

- Being female with a disability
- Identifying as LGBTQI
- Being female and from a rural community (including Carriacou and Petite Martinique)
- Being an adolescent girl and or boy
- Living with HIV/AIDS
- Living in Poverty or below the Poverty Line
- Involved in or reliant on Sex Work as a source of income
- Being female and over the age of 65

Critical to this strategy is the engagement, representation and social mobilization of CSOs and the women's movement on behalf of these at those at greater risk and facing multiple forms of risk. Building on their strong social and community-based networks and relationships, they are expected to be on the frontlines demanding change and increased public social accountability for their protection as well as their agency as rightsholders. Activities related to this element of the strategy are reflected in Pillars 3 and 6.

Additionally, a critical component of the SI's C4D and Communication and Visibility programming is the shared commitment that "All women and girls, irrespective of marginalization and exclusion due to poverty, ethnicity, disability, age, geography, migratory status, HIV status, lifestyle choices, or profession, have the right to live free of violence." Grenadian women and girls facing multiple and intersecting forms of discrimination will not be left behind.

Table 15: Intersectionality Framework: Relevant Risk Groups

Relevant “at risk” groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion	Total numbers disaggregated by women, girls, men and boys when possible																
1. Women & Girls Living in Poverty	1, 3, 4, 5, 6	<ul style="list-style-type: none">• Lack of access to services, including transportation• Implicit acceptance of their situation, due to lack of knowledge of available supports and advocates	<ul style="list-style-type: none">• Community outreach• Provision of information regarding available supports and advocates• Services provided in innovative ways, e.g. mobile units	<p>est National – Women & Girls living in poverty = 20,094</p> <p>Disaggregated data by parish not yet available</p>																
2. Women & Girls with Disabilities	1, 3, 4, 5, 6	<ul style="list-style-type: none">• Need for information in accessible formats• Lack of access to services, including transportation• Lack of disability access to facilities• Lack of appropriately-tailored services	<ul style="list-style-type: none">• Community outreach• Development and production of messages, materials, and information in accessible formats, such as Braille and sign language• Advocacy for disability access in public buildings• Services provided in innovative ways, e.g. mobile units	<p>National - Women & girls with disabilities = 8796</p> <p><u>By Parish – women & girls</u></p> <table><tr><td>St. George</td><td>2226</td></tr><tr><td>Town of St. George</td><td>325</td></tr><tr><td>St. John</td><td>943</td></tr><tr><td>St. Mark</td><td>395</td></tr><tr><td>St. Patrick</td><td>1186</td></tr><tr><td>St. Andrew</td><td>2135</td></tr><tr><td>St. David</td><td>930</td></tr><tr><td>Carriacou</td><td>656</td></tr></table>	St. George	2226	Town of St. George	325	St. John	943	St. Mark	395	St. Patrick	1186	St. Andrew	2135	St. David	930	Carriacou	656
St. George	2226																			
Town of St. George	325																			
St. John	943																			
St. Mark	395																			
St. Patrick	1186																			
St. Andrew	2135																			
St. David	930																			
Carriacou	656																			
3. LGBTQI Persons	3, 4, 5, 6	<ul style="list-style-type: none">• Mistrust of system• Concerns regarding criminalization (personal safety, fear of reporting to authorities, fear of being reported)• Stigma and discrimination• Need for anonymity and confidentiality• Negative past experiences	<ul style="list-style-type: none">• Innovative outreach approaches, including peer to peer methods and online strategies• Community-led interventions• Creation of safe spaces, including safe spaces for services• Advocacy• Accessible web-based technology for sharing and collecting information, with appropriate privacy protections	<p>Subgroup MSM est = 1923</p> <p>Subgroup Trans est = 170</p> <p>Data for other subgroups not yet available.</p>																



Relevant “at risk” groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion	Total numbers disaggregated by women, girls, men and boys when possible
4. Persons living with HIV/AIDS	2, 3, 4, 5, 6	<ul style="list-style-type: none"> • Stigma and discrimination • Need for anonymity and confidentiality • Lack of knowledge about the effectiveness of available treatments; therefore, a sense of hopelessness • Centralized treatment services 	<p>(e.g. Shared Incident Database developed by Caribbean Vulnerable Communities Coalition)</p> <ul style="list-style-type: none"> • Addressing bias and discrimination among service providers • Provision of flexible service schedules and locations • Community outreach, including peer to peer methods • Education regarding available treatments and services • Creation of safe spaces, including safe spaces for services • Addressing bias and discrimination among service providers 	<p>Total: 394 (27 new cases in 2019)</p> <p>Disaggregated data by sex not yet available</p>
5. Female Sex Workers	3, 4, 5, 6	<ul style="list-style-type: none"> • Need for anonymity and confidentiality • Past negative experiences with service providers, including moralistic judgements • Concerns regarding criminalization ((personal safety, fear of reporting to authorities, fear of being reported) 	<ul style="list-style-type: none"> • Community outreach, including peer to peer methods • Community-led interventions • Education regarding SRH, including pre-prophylaxis for HIV, and skills to prevent unprotected sex (e.g. SWIT) • Creation of safe spaces, including safe spaces for services • Addressing bias and discrimination among service providers • Provision of flexible service schedules and locations 	<p>est Total: 1056</p>
6. Adolescent Girls (age	1,2,3,4,5,6	<ul style="list-style-type: none"> • Lack of knowledge and information about SRH 	<ul style="list-style-type: none"> • Participation of Youth CSOs such as Girl Guides, the Youth Advocacy 	<p>National – Girls = 7792</p>



Relevant “at risk” groups	Outcome areas where specific approaches are required	Key challenges for inclusion	Indicative approaches and methodologies for inclusion	Total numbers disaggregated by women, girls, men and boys when possible
10-19)		<ul style="list-style-type: none"> • Reluctance and/or embarrassment to discuss their needs with providers • Concern for confidentiality and privacy • Lack of access to services in non-threatening spaces • Barriers to the provision of services without parental consent 	<p>Movement of the Planned Parenthood Association, et al in designing and implementing programmes and activities</p> <ul style="list-style-type: none"> • Peer to peer outreach and education • Innovative and youth-friendly platforms for information, communication, and data collection • Creation of youth-friendly service spaces, including mobile units • Advocacy for the rights of minors to have access to SRH services 	Data by parish not yet available
7. Elderly Women	3, 4, 5, 6	<ul style="list-style-type: none"> • Stigma • Access to services • Concern for safety after reporting • Lack of knowledge about services 	<ul style="list-style-type: none"> • Community outreach • Coordination of services • Access to services, e.g. mobile unit 	National – Women = 9299 Data by parish not yet available
8. Women & Girls in Rural Areas	1, 3, 4, 5, 6	<ul style="list-style-type: none"> • Lack of access to services, including lack of transportation • Implicit acceptance of their situation, due to lack of knowledge of available supports and advocates 	<ul style="list-style-type: none"> • Socio-ecological and life cycle approaches • Community outreach • Services provided in innovative ways, e.g. mobile units • Provision of information regarding available supports and advocates 	Data disaggregated by sex not yet available

Methods for calculating or estimating numbers in each group:

- 1) Women and girls living in poverty: Of the 41,379 persons who are poor, 36.2% are female; therefore, it is estimated that 20,094 are poor women and girls
- 2) Women and girls with disabilities: Population with Disability by Parish and Sex, 2011, Central Statistical Office, GoG
- 3) LGBTQI persons: John Waters, Henna Budhwani, Julia Hasbun, K. Ria Hearld. Estimation of Key Population Size of Men Who Have Sex with Men (MSM), Transgender Women and Female Sex workers in the Eastern Caribbean. Final Report, June 31st, 2018.
- 4) Persons living with HIV/AIDS: National Infectious Disease Control Unit, Ministry of Health, 2018 Report, GoG
- 5) Female Sex Workers: John Waters, Henna Budhwani, Julia Hasbun, K. Ria Hearld. Estimation of Key Population Size of Men Who Have Sex with Men (MSM), Transgender Women and Female Sex workers in the Eastern Caribbean. Final Report, June 31st, 2018.
- 6) Adolescent Girls: est 2018 Population Statistics, Central Statistical Office, GoG
- 7) Elderly women: est 2018 Population Statistics, Central Statistical Office, GoG
- 8) Women and girls in rural areas: Data by sex not yet available

XI. Risk Management

See Table in Annex 2.

XII. Coherence with Existing Programmes

See Table in Annex 3.

XIII. Monitoring & Evaluation

For the Grenada Country Programme, one Integrated Monitoring and Evaluation Framework based on the agreed Results Matrix and Indicator Framework will be developed to guide the Monitoring and Evaluation Activities. Employing a human rights-based approach and including the principle of “leave no one behind”, participatory M&E techniques will be integrated to ensure that all stakeholders of identified communities actively participate in the monitoring, evaluation, and decision-making processes of the programme. A participatory approach is also consistent with SI principles of intersectionality. To also take into account the lifecycle and socio-ecological approaches that guide the programme, the M&E methodology will integrate process and outcome measures to specifically understand how and to what extent the Grenada country programme addressed criteria relevant to those approaches.

The following strategies will be adopted to ensure that the project is effectively monitored:

Table 16: Monitoring & Evaluation

Monitoring Activity	Purpose	Frequency	Expected Action
Track results & progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of	Quarterly	Risks are identified and actions are taken to

Monitoring Activity	Purpose	Frequency	Expected Action
	intended results. Identify and monitor risk management actions using a risk log.		manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be prepared in line with reporting requirements and will include, progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Semi-annually and Annually.	
Project Review (Grenada National Steering Committee)	The project's governance mechanism (i.e., National Steering Committee) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the National Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Semi-annually	Any quality concerns or slower than expected progress should be discussed and actions agreed to address the issues identified.

These broad activities will be included in the M&E framework that will be developed after the programme is approved, and costing for each M&E task will be provided at that stage.

XIV. Innovation

Programmatic innovation:

There is a certain urgency to ending violence against women and girls. It is a persisting problem, rooted in structural inequality in power relations between women and men. Represented by SDG5, this urgency is expressed clearly by the Executive Director of UN Women, who stated:

“The 2030 Agenda for Sustainable Development is anything but ‘business as usual’. We need not incremental change, but bold change. We need an earthquake that will tilt the system altogether, because little and incremental steps will not give us the world that we want.” —Phumzile Mlambo-Ngcuka, Executive Director, UN Women⁶⁹

The Spotlight Initiative, with its global reach, large-scale resources, comprehensive design and focus, and evidence-based programmatic theory of change, provides us with the unparalleled opportunity to make bold change – to innovate for gender equality.

Innovations are concrete solutions... policy practices, approaches, partnerships and insights – that effectively address intractable development challenges and barriers to empowerment so as to improve the lives of the poorest and most vulnerable (IDIA⁷⁰). In this case, innovation is the process of designing, implementing, monitoring and evaluating, scaling up and sharing programmes and processes that have the transformative capacity to impact the problem of violence perpetrated against women and girls.

International development agencies in the G7 apply the Whistler principles to their work in order to foster innovation. Some of these principles can serve as a guide to generate innovation and push actors to explore new avenues and test methodologies for innovations on the local level as well:

- Promote inclusive innovation, with a focus on supporting the poorest and most vulnerable to have lasting development impact. Marginalized and vulnerable groups should play a decisive role in the design, testing, learning and adoption of innovative solutions, and should be engaged as both recipients of innovation and by supporting them with tools and resources as innovators.
- Use evidence, including disaggregated data, to drive decision-making to improve impact and cost effectiveness by developing clear metrics early on and regularly measuring progress against established milestones. Use innovative technologies for data collection and information processing.
- Seize opportunities to learn quickly, iterate and ensure the impact of promising innovations before scaling them up.
- Facilitate collaboration and co-creation across public, private and civil society sectors.
- Identify and share scalable solutions, including technologies, that demonstrate high potential to achieve and sustain significant impact and cost-effectiveness.
- Acknowledge and learn from failures and inefficiencies.

⁶⁹ Helene Molinier, Angela Rong Chen, and Emilie Skogvang, Innovation for Gender Equality, UN Women, 2019 <https://www.unwomen.org/en/digital-library/publications/2019/03/innovation-for-gender-equality>

⁷⁰ International Development Innovation Alliance, G7, 2018, <https://www.idiainnovation.org/s/The-Whistler-Principles-to-Accelerate-Innovation-for-Development-Impact.pdf>



To advance the development of creative and innovative ideas and approaches, the Spotlight Initiative will 1) include innovation among the selection criteria for proposals submitted to the CSO Reference Group, 2) stimulate co-creation in which beneficiaries play an active and ongoing role in the conceptualization, development and implementation of innovative programmes and activities, 3) encourage innovations in partnerships, as well as programmes and activities, and 4) promote innovative uses of technology applications to reach and serve beneficiaries, as well as to collect, share, and use data.

All innovative programmes will be closely observed to assess opportunities and risks (Do No Harm), to carefully monitor for unintended consequences, and to measure outcomes. The purpose of innovation is to accelerate impact; therefore, programmes demonstrating significant outcomes will be scaled up and will be shared as an innovative practice.

The Grenada Spotlight Initiative embraces innovation as the game changer that will catalyze the sustained effort that will be necessary to finally end violence against women and girls in Grenada. Innovative strategies and programming are essential elements in all of the Pillars. New partnerships and networks are already forming across public, private, and civil society sectors to begin the creative process of thinking outside of the box and stimulating innovation.

Operational innovation:

As a flagship programme, operationalizing the United Nations Development System (UNDS) reform, and a new way of integrated and joined up programming leveraging the comparative advantage of UN Agencies, Funds and Programmes around EVAWG, there is also an opportunity to explore how its business operations can be streamlined, through common business operation strategies such as common back office functions. In light of this, it is proposed that the Operations Management Team carries out an analysis of the programmatic and operational activities of the Grenada Spotlight Initiative programme, in order to develop an administrative model that leverages the individual agencies comparative advantage in back office functions (procurement, finance, human resources and ICT, minimizes the transaction costs), to develop an end-to-end operations support model for joint programmes.

XV. Knowledge Management

Knowledge Management will be an essential component of the SI in Grenada. Knowledge initiatives that complement the Communication Strategy's efforts to put VAWG, including Family Violence and SRHR on the public agenda will be developed to further support the iterative learning as SI is implemented in Grenada. The objectives of the Knowledge Management Strategy will be: 1) to increase awareness and understanding of the SI's implementation and impact in Grenada; (2) to communicate and share good practices and lessons that emerge through the implementation of the SI interventions/activities; (3) to generate local, context-specific knowledge on 'what works' and 'what does not work', 'why and what can be done', and provide opportunities to joint-problem solve, strategize and give peer support', which can be shared on regional and global EVAWG, Family Violence and SRHR virtual knowledge platforms, and on SI regional and global knowledge platforms; and (4) to strengthen women's rights groups', civil society groups', and Government's capacity to generate, disseminate and use EVAWG, Family Violence and SRHR knowledge.

A new area for exploration and documentation during the implementation of SI is that of how SGBV, HPs and SRHR knowledge can be used to build social capital between the women's rights movement and broader social and political movements in Grenada.

One of the challenges during the development of the SI country programme was the unavailability of new and up to date knowledge on family violence issues in Grenada. Outcome 5 seeks to address knowledge generation, learning and sharing to address this challenge in Grenada. Academia, development agencies, the Ministry of ICT, the media, CSOs and beneficiaries will be important partners in the utilization and dissemination of knowledge generated by SI. The use of participatory process to knowledge generation will



ensure that key communities and marginalized populations are engaged in SI in the different stages of programming, including knowledge management.

Knowledge gaps have been identified across the six Outcome Areas and knowledge audits in the form of desk reviews and assessments of available information will be conducted, and the findings packaged and disseminated to relevant stakeholders and wider audiences. Standardization of guidelines, toolkits, manuals, among other materials for strengthening technical competencies among key stakeholders also will be packaged and shared as knowledge products.

During the project start-up phase, a Knowledge Management Framework will be developed, identifying how the project will extract, synthesize and disseminate the knowledge generated by the project. This will include the, documenting of stories and experiences from beneficiaries, packaging of methodological tools, instruments and guidelines, and capturing of lessons learnt from the use of innovative technologies and solutions used throughout the project. The framework will also include a strategy for inter-agency KM, as well as, knowledge exchange with other Spotlight Initiatives in the Caribbean Region.

A dedicated Monitoring, Evaluation/Knowledge Management Officer will be recruited to oversee knowledge management activities. He/she will also ensure that the outputs from M&E activities are translated into knowledge that informs programme implementation and reporting and that KM activities are closely aligned with the SLI Communication and Visibility Strategy.

XVI. Communication and Visibility

All Spotlight Initiative programmes will have four communications objectives:

- Raise awareness of violence against women and girls and its prevalence
- Illustrate and promote the impact and results of Spotlight Initiative-supported interventions
- Provide communications for development support to strengthen Spotlight Initiative's programme design and implementation
- Ensure visibility for the Spotlight Initiative, its donors and partners

Given that the issue of gender-based violence and family violence has proven to be particularly pervasive in Grenada and that largely there remains a culture of silence and denial, the Communications and visibility plan will focus on

- Raising awareness on the prevalence of the issue
- Influencing change in attitudes aiming towards zero tolerance for family violence
- Raising awareness and engagement with the Spotlight Programme which is a comprehensive programme to stop violence against women and girls; specifically focused on Family Violence, including GBV and Child Sexual Abuse, and ensuring Sexual and Reproductive Health and Rights for all women and girls in Grenada.

The target groups are women and girls, men and boys, focusing on the vulnerable groups such as the LGBTQI; elderly women, disabled persons, rural women and girls, women and girls living in poverty, adolescents, women living with HIV/AIDS. It is important to ensure the inclusion of residents of Carriacou and Petite Martinique in the programme, as well. Messaging and the selected communications channels will be tailored to the particular audience or target group in support of the specific pillar being implemented and the overall communications and visibility objectives.

This will be achieved through documenting impact stories capturing the voices of beneficiaries of the project, while increasing visibility of the project work and the donor through multimedia channels, including through engagement with traditional media partners in Grenada. The Grenada Spotlight Communications and Visibility Plan will capitalize on the already active engagement of the Government and the private media in coverage of this issue to generate wider national reach and impact.

The Communication and Visibility Manual for European Union External Action has been used to establish the Communication and Visibility Plan of the Country Programme. Additionally, all communication and visibility at country will be aligned with the Spotlight Initiative's Communication and Visibility Strategy.



Annual Communications and Visibility Plans will be developed and implemented by the UN Resident Coordinator and engaged Recipient UN organisations and Associated Agencies to ensure the visibility of the Spotlight Initiative.

See **Annex 4** for the Communication and Visibility Plan.

XVII. Budgets - See excel document attached

Table A – 3-YEAR WORK PLAN

Table B – BUDGET BY UNDG CATEGORY

Table C – BUDGET BY OUTCOME

XVIII. Annexes

ANNEX 1: Multi-stakeholder engagement in the Country Programme Development Process

Consultation 1: Multi-stakeholder Sensitisation Meeting- 19 June 2019

Key recommendations:

Legislation and Policies

- Women accessing services should not be revictimized and there is a need to develop Standard Operating Procedures, and capacity building of those within the justice sector who will interface with victims of gender-based violence.
- The Sexual harassment Bill must go beyond inclusion in the labour code, as there is an urgent need for this legislation to be passed, to address sexual harassment of women in workspaces.
- There is a need for comprehensive reproductive health policy.

Institutional Strengthening

- There is a need to build the capacity of the Gender Machinery, GBV Unit, Special Victims Unit, Parenting Unit, in order to effectively respond to GBV.
- Capacity building of the Gender Focal Points to effectively mainstream gender in the different sectors, as they have a responsibility to empower women and girls.

Quality Essential Services

- There is need to train doctors in taking forensic evidence, as well as to recognize cases of gender-based violence and child sexual abuse.
- The chain of custody and evidence gathering for sexual violence cases remains a challenge in Grenada.

Engaging CSOs and Women's Organisations

- Women accessing services should not be revictimized and there is a need to develop Standard Operating Procedures, and capacity building of those within the justice sector who will interface with victims of gender-based violence.
- The Sexual harassment Bill must go beyond inclusion in the labour code, as there is an urgent need to address women sexual harassment of women in public spaces.

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Ministry of Social Development, Housing, Community Empowerment	Brian Aird	Social services	Government	19 June 2019
Ministry of Social Development, Housing, Community Empowerment	Leonora George	Social services	Government	19 June 2019
Ministry of Social Development, Housing, Community Empowerment	Curlyn Raymond	Social services	Government	19 June 2019
Ministry of Social Development, Housing, Community Empowerment	Ardel Marshall	Social services	Government	19 June 2019
Ministry of Social Development, Housing, Community Empowerment	Elaine Batila-Bishop	Social services	Government	19 June 2019
Ministry of Youth, Sports, Culture & the Arts	Natisha Simon-Charles	Youth	Government	19 June 2019
Grenada National Organisation of Women	Bernadette Bartholomew	Women's movement	Civil Society	19 June 2019
Ministry of Health	Sonia Nixon	Health	Government	19 June 2019
PAHO/WHO	Fiona Anthony	Health	UN	19 June 2019
Ministry of Health	Carol Telesford-Charles	Health	Government	19 June 2019
National Infectious Disease Control Unit	Janell Benjamin	Health	Government	19 June 2019
Legal Aid Counselling Clinic	Shakery Cornwall	Legal services	Civil Society	19 June 2019
Royal Grenada Police Force	Andrea Noel-Victor	Crime prevention	Government	19 June 2019
Ministry of Labour	Brenda Bain	Labour relations	Government	19 June 2019
Ministry of Works	Esther Thomas	Infrastructure	Government	19 June 2019
Ministry of National Security, Home Affairs	Petal Rush	National security	Government	19 June 2019
MOSDHCE	Deborah Cudjoe	Social services	Government	19 June 2019
MOSDHCE	J Lorice Pascal	Social services	Government	19 June 2019
Ministry of Legal	Lisa Telesford	Legal affairs	Government	19 June 2019

Affairs				
Ministry of Finance	Theresa Joseph	Finance	Government	19 June 2019
Ministry of Finance	Chevanne Joseph	Finance	Government	19 June 2019
Cabinet Office	Feona Sandy		Government	19 June 2019
Central Statistical Office	Cassandra Julien	Statistics	Government	19 June 2019
Ministry of Tourism & Civil Aviation	Nola Batholomew	Tourism	Government	19 June 2019
Ministry of Social Development, Housing & Community Empowerment	Lisa Lorde	Social service	Government	19 June 2019
Housing Authority of Grenada	Nichael Beggs	Housing	Government	19 June 2019
PAHO/WHO	Darlene Omeir		UN	19 June 2019
UNDP	Cherise Adjodha		UN	19 June 2019
UNFPA	Alison Drayton		UN	19 June 2019
UNFPA	Denise Blacktock		UN	19 June 2019
UN Women	Alison McClean		UN	19 June 2019
ILO	Lars Johnson		UN	19 June 2019
UNICEF	Aloys Kamurgiye		UN	19 June 2019
UNRC	Didier Trebucq		UN	19 June 2019
UNRCO	Janine Chase		UN	19 June 2019

Consultation 2: Meeting with Civil Society Representatives – 19 June 2019

Key recommendations:

Legislations and Policies

- Child Maintenance legislation is archaic and presents a challenge for female headed households. They are many cases before the court, but child support payments are not being made.
- Discussions around the need to establish a family court was first discussed in 1995. Even though it was discussed, no further action has been taken and the required legislation was never passed. It was felt that a family court was important, especially for sexual offences.
- It was Recommended that a family court be established, and appropriate sentencing guidelines to treat to repeat sexual offences.
- Sexual harassment in the work place, was discussed as a key issue and noted that the current sexual harassment bill to become law. Once passed, this legislation should be enforced.

Institutional Strengthening

- There is a need for services provides to be non-discriminatory practices towards the LGBTQI

Prevention and Social Norms

- There is a need for Comprehensive Sexuality Education throughout schools. Additionally, it was recommended that all draft policies on Sexual and Reproductive Health be endorsed and implemented.
- There is a need to strengthen the HLFE curriculum.

- Mandatory reporting does not take into account the LGBTQI community and, dealing with a child who is LGBTQI who is being abused in the home was important to consider.
- Prevention of elderly abuse should also be considered.

Quality Essential Services

- Capacity building for counsellors who manage cases of physical and verbal abuse of girls was important.
- There is a need for mandatory standardized psychological counselling services for victims of rape who are under 5 years old.
- There is a need for youth friendly safe spaces for those who have physically or sexually abuse, where they can receive counselling.

Data

- Data on child sexual abuse was identified as important, in order to ensure prevention.

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Grenada Association of Retired Persons	Carol Vasquez		Civil Society	19 July 2019
Chaplaincy Association (Grenada)	Hermonie Regis		Civil Society	19 July 2019
GrenCHAP	Ajani Benoit		Civil Society	19 July 2019
Sweet Water Foundation	Hazel DaBreo		Civil Society	19 July 2019
Legal Aid Counselling CLinic	Tyrone Buckmore		Civil Society	19 July 2019
Drama for Peace Foundation	Roger Williams		Civil Society	19 July 2019
Girl Guides Association	Rachel Mathurine		Civil Society	19 July 2019
Alliance Evangelical Church	Eleanor Susan		Civil Society	19 July 2019
Alliance of Evangelic Church	Joachim Philip		Civil Society	19 July 2019
GNOW	Gloria Payne-Banfield		Civil Society	19 July 2019
Drama for Peace Foundation	Dora Cambridge		Civil Society	19 July 2019
Grenada Planned Parenthood Association	Jeannine Sylvester-Gill		Civil Society	19 July 2019
Bible Holiness Church Grenada	Allene Frederick		Civil Society	19 July 2019
IAGDO/ART	Sandra Ferguson		Civil Society	19 July 2019
Grenada Baptist Church	Vonnie James		Civil Society	19 July 2019
GrenAIDS	Kerlin Charles		Civil Society	19 July 2019
Ministry of Social Development, Housing and	Nicole Neva Pitt		Civil Society	19 July 2019

Community Empowerment				
Ministry of Social Development, Housing and Community Empowerment	Rachel James		Civil Society	19 July 2019

Consultation 3: Meeting with Government Representatives across Sectors - 4 July 2019

Key recommendations:

- Ensure clarity in reporting requirements for child victimization (sharpen the protocol)
- Revise and pilot HFLE curriculum in selected primary and secondary schools.
- MOU with Justice and other sectors to expedite GBV, Child abuse, and sexual assault cases.
- Resources and training on the Healthcare SOPs.
- Strengthen the Special Victims Unit.
- Review and clarify/train mandatory reporting protocol in schools.
- Self-care and built-in security mechanisms for employees.

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Ministry of Youth	Natasha Simon Charles		Government	4 July 2019
Ministry of Social Development	Brian Aird		Government	4 July 2019
Ministry of Finance	John Alexander		Government	4 July 2019
National Committee for the Prevention of Child Sexual Abuse	Shakey Cornwall		Government	4 July 2019
National Committee for the Prevention of Child Sexual Abuse	Bernadette Bartholomew		Government	4 July 2019
Statistics Department	Cassandra Julien		Government	4 July 2019
Ministry of Social Development	Alice Victor Roberts		Government	4 July 2019
Ministry of Social Development	Deborah Cudjoe		Government	4 July 2019
Ministry of Social Development	Jacinta Alexis		Government	4 July 2019
Ministry of Legal	Lisa Telesford		Government	4 July 2019

Affairs				
Ministry of Social Development	Colette Jeffery-Charles		Government	4 July 2019
Ministry of Culture	Susan Jones-Benjamin		Government	4 July 2019
Cabinet Office	Feona Sandy		Government	4 July 2019
Ministry of Social Development	Kenisha Cynes-Horsford		Government	4 July 2019
PAHO	Rakesha Benjamin		International Agency	4 July 2019
Ministry of Social Development	Rachel James		Government	4 July 2019
Ministry of Trade	Jillian St.Bernard-Jones		Government	4 July 2019
Royal Grenada Police Force (Special Victims Unit)	Andrea Noel-		Government	4 July 2019
Ministry of Social Development	Kizie Matthew-Clarence		Government	4 July 2019
Ministry of Health	Carol Telesford-Charles		Government	4 July 2019
Ministry of Social Development	Bunnie Samuel		Government	4 July 2019
Ministry of Social Development	Alianne Batista-Bishop		Government	4 July 2019
Ministry of Social Development	Adrel Marshall		Government	4 July 2019
Ministry of Social Development	Chrissie Worme-Charles		Government	4 July 2019
Ministry of Social Development	Nicole Nevs-Pitt		Government	4 July 2019
Ministry of Health	Sonia Nixon		Government	4 July 2019

Consultation 4: Meeting with Civil Society Organisations – 9 July, 2019

Key recommendations:

- Twenty organisations proposed to scale up existing activities, and/or to develop new initiatives for the Country Programme.
- Programmes included direct services for victims and perpetrators, prevention activities, areas of advocacy, community outreach, SRHR services, community awareness, community mobilisation

- Building capacity for CSOs

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Grenada Human Rights Organisation	Lucrecia Telesford		CSO	9 July, 2019
Grenada Human Rights Organisation	Milton Coy		CSO	9 July, 2019
Grenada Planned Parenthood Association	Jeannine Sylvester Gill		CSO	9 July, 2019
GrenCHAP	Ajani Benoit		CSO	9 July, 2019
Community Brenda Hood	Cheryl Williams		CSO	9 July, 2019
Community Brenda Hood	Marcena Pascall		CSO	9 July, 2019
Community Brenda Hood	Edith McDonald		CSO	9 July, 2019
Cedars Home	Janelle Francis		Government	9 July, 2019
Bank & General Workers Union	Karen Joseph-Braithwaite		CSO	9 July, 2019
Grenada National Council of the Disabled	Shornell Baptiste		CSO	9 July, 2019
GRENCASE	Jacinta Telesford		CSO	9 July, 2019
Grenada Empowerment Movement	Rosemarie Payne-Banfield		CSO	9 July, 2019
Legal Aid & Counselling Clinic	Shakey Cornwell		CSO	9 July, 2019
PAHO	Fiona Anthony		International Agency	9 July, 2019
Red Cross	Avion Baptist		CSO	9 July, 2019
Grenada National Organisation of Women	Bernadette Bartholomew		CSO	9 July, 2019
Community Brenda Hood	Lynthia Phillip		CSO	9 July, 2019

UNFPA	Marvin Gunter		UN Agency	9 July, 2019
Soul Generation Ministry	Hermione Regis		CSO	9 July, 2019
Ministry of Finance	Akeza Charles		Government	9 July, 2019
Grenada Association of Retired Persons	Carol Vasquez		CSO	9 July, 2019
Agency for Rural Transformation	Sandra Ferguson		CSO	9 July, 2019
Drama for Peace Foundation	Roger Williams		CSO	9 July, 2019
Ministry of Social Development	Nicole Pitt		Government	9 July, 2019

Consultation 5: Consultation of Government and Civil Society Organisations in Carriacou & Petite Martinique – 12 July 2019

Key recommendations:

CSOs Priority Activities

- Outreach campaign targeting men and boys
- Sensitize and educate families about gender socialization through PTAs, community groups
- Establish a Wellness Center in Carriacou & Petite Martinique that can provide SRH services, services to victims of VAWG, and a safe space
- Community awareness campaign through local cultural arts, eg. Big Drum etc.
- Mentoring programme for perpetrators

Government Priorities

- Establish a Wellness Center in Carriacou & Petite Martinique that can provide SRH services, services to victims of VAWG, and a safe space
- Extensive training for police and medical investigators in victim services, incl forensics
- Capacity building through training: counsellors, school personnel, healthcare workers, lawyers (required retraining –CE)
- Provide legal aid and representation for victims
- Monitoring for adherence to rules and regulations

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Cancer Society	Heather Adams		CSO	12 July 2019
Ministry of C&PM Affairs	Vernesta Noel-Smart		Government	12 July 2019

Parliamentary Reps Office	Christopher Cudgoe		Government	12 July 2019
NADMA	Diana DeRoche		Government	12 July 2019
Ministry of C&PM Affairs	Rholda Quamina		Government	12 July 2019
BBH Women's Organisation	Princess Cudgoe		CSO	12 July 2019
Ministry of Education	Indra Gabnel		Government	12 July 2019
Community Empowerment	Louise Joseph		CSO	12 July 2019
Community – Street Preacher	Bernard McIntosh		Community	12 July 2019
Royal Grenada Police Force	Sherioi Clement		Government	12 July 2019
Royal Grenada Police Force	Herman Nelson		Government	12 July 2019
Ministry of C&PM Affairs	Deanna Isaac		Government	12 July 2019
Ministry of C&PM Affairs	Dexter Miller		Government	12 July 2019
Health	Ilyah Lambert		Government	12 July 2019
Child Protection Agency	Sharon Joseph		Government	12 July 2019
Ministry of C&PM Affairs	Darnelle Coy		Government	12 July 2019
Youth	Clamasha Thomas		Government	12 July 2019
Culture	Felix Mendes		Government	12 July 2019
Thy Kingdom Come	Shereen Alexis		FBO	12 July 2019
Gender & Family Affairs	Gloria Fortune		Government	12 July 2019
Ministry of C&PM Affairs	Jermanne Adams		Government	12 July 2019
Gender & Family Affairs	Yuusheh Cudgoe		Government	12 July 2019

Consultation 6: Consultation of Government Technical Team – 16 July 2019

Key Recommendations

Priority Activities to ADD to Country Document

Pillar 1

- Draft and develop Sexual Offenders Bill and draft Victim's Rights legislation
- Create the concept of a Family Court in Grenada
- Develop plan to address GBV in shelters etc. during disasters; include in disaster management plan

Pillar 2

- Strengthen counselling, incl the need for safe spaces; Add courts as safe spaces
- Specific activity focused on the development of Cedars Home for Abused Women and their Children
- Strengthen the operations of each entity that has a specific mandate to provide short-term and long-term responses to GBV and child abuse including GBVU, SVU, CPA, Shelters and Health services.

Pillar 3

- More programmes targeting perpetrators, including following prison sentences.
- Add to item 5 in Country Document, "sensitize and educate families about gender socialization" and "vigorous outreach campaign targeting men and boys to transform social norms".

Pillar 4

- More support for victims at the court level
- Financial and material safety nets: Create expedited access pathways for victims, i.e. emergency funds, housing, SEED, Food Basket, Imani
- Scale up Community Vigilance and Support Network Volunteers to support victims
- Combine items 6 and 10 into one activity in Country Document.
- Ensure inclusion of Carriacou & Petite Martinique

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Ministry of Agriculture	LaVerne Mapp		Government	16 July 2019
Royal Grenada Police Force	Darvin Matthew		Government	16 July 2019
Ministry of Education	Angella Finlay		Government	16 July 2019
Grenada Housing Authority	Nichael Beggs		Government	16 July 2019
Royal Grenada Police Force	Valrie DuMont		Government	16 July 2019
Royal Grenada Police Force	Ardell Lewis		Government	16 July 2019
Ministry of Legal Affairs	Lisa Telesford		Government	16 July 2019

Cabinet Office	Feona Sandy		Government	16 July 2019
Grenada Cultural Foundation	Donnalyn Watson-Henry		CSO	16 July 2019
Royal Grenada Police Force – SVU	Andrea Noel-Victor		Government	16 July 2019
Child Protection Authority	Geni Thomas		Government	16 July 2019
Ministry of Social Development	Bunnie Samuel		Government	16 July 2019
Ministry of Social Development	Nakitha Noel		Government	16 July 2019
Prisons	Tommica George		Government	16 July 2019
Prisons	Finbair Charles		Government	16 July 2019
Prisons	Christopher Stroude		Government	16 July 2019
Trade	Jillian St. Bernard		Government	16 July 2019
Ministry of Carriacou & Petite Martinique Affairs	Vinishah Cudjoe		Government	16 July 2019
Ministry of Social Development	Lisa Lorde		Government	16 July 2019
Ministry of Social Development	Advel Marshall		Government	16 July 2019
Ministry of Health	Nester Edwards		Government	16 July 2019
Statistical Office	Tiemonne Charles		Government	16 July 2019
Ministry of Social Development	Lisha Victor		Government	16 July 2019
Ministry of Social Development	Nicole Neva Pitt		Government	16 July 2019
Ministry of Social Development	Jienta Alexis		Government	16 July 2019
Supreme Court Registry	Elizabeth Roberto		Government	16 July 2019
Ministry of Social Development	Wayne James		Government	16 July 2019
Ministry of Carriacou & Petite Martinique Affairs	Rholda Quamina		Government	16 July 2019

Ministry of Social Development	Chrissie Worme Charles		Government	16 July 2019
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Consultation 7: Consultation of Survivors of VAWG – 29 July 2019

Key Recommendations:

- Improve the following essential services (dissatisfaction with):
 - Urgent medical care
 - Lack of counselling (post-trauma, recovery)
 - Shelters and long-term housing options
 - Perpetrator Accountability
 - Police response and follow-up (except for Special Victims Unit)
 - Services for children, reunification issues
 - Skills training and employment assistance
- More support for victims at the court level
- Financial and material safety nets: Create expedited access pathways for victims, i.e. emergency funds, housing, SEED, Food Basket, Imani
- Scale up Community Vigilance and Support Network Volunteers to support victims
- Combine items 6 and 10 into one activity in Country Document
- Ensure inclusion of Carriacou & Petite Martinique

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
Fourteen survivors attended this consultation. Due to privacy concerns, their names are not listed here.				29 July 2019

Consultation 8: Multi-stakeholder Consultation – 30 July 2019

Key Recommendations:

- Consensus on whether each activity was “a high priority activity in achieving the goals of the *Spotlight Initiative*” was nearly unanimous, with only one disagree (the group stated that the activity was not practical). The same group reported that they were unsure about 2 activities, needing further explanation.
- Pillar 1, Activity 1
 - Clarification was made that the Sexual Offenders Bill refers specifically to the establishment of a Sexual Offenders Registry.
 - Clarification that the groundwork has already been laid for the drafting of Victims’ Rights legislation.
 - Activity should include sensitization, public education, advocacy for Sexual Harassment legislation, followed by draft legislation.

Name of organisation/agency	Name and title of representative	Area of focus of work	Type of organisation (civil society organisation, government, EU delegation, academia, etc.)	Dates of consultations
GARP	Carol Vasquez		CSO	30 July 2019
GrenCHAP	Ayani Benoit		CSO	30 July 2019
GNOW	Bernadette Bartholomew		CSO	30 July 2019
GNOW	Victoria Okulo		CSO	30 July 2019
UNICEF	Heather Stewart		UN	30 July 2019
GDB	Chrisselle Jerome		Private sector	30 July 2019
UNICEF	Elaine King		UN	30 July 2019
Housing Authority	Nichael Beggs		Govt	30 July 2019
GDB	Genevieve Gibbs		Private Sector	30 July 2019
Ministry of Trade	Jillian St. Bernard		Govt	30 July 2019
Culture	Susan Jones		Govt	30 July 2019
Ministry of Health	Nester Edwards		Govt	30 July 2019
Women's Parliamentary Caucus	Brenda Hood		CSO	30 July 2019
Drama for Peace	Roger Williams		CSO	30 July 2019
SAEP/BNTF	Kizzy Ann Abraham		Govt	30 July 2019
Ministry of Finance	Kente Paul		Govt	30 July 2019
Central Statistical Office	Cassandra Julien		Govt	30 July 2019
Ministry of Finance	Nicole Garaway-Forsythe		Govt	30 July 2019
GEM	Carl Maitland		CSO	30 July 2019
GEM	Rosemarie Rajwant		CSO	30 July 2019
LACC	Shakey Cornwall		CSO	30 July 2019
Cabinet Office	Feona Sandy		Govt	30 July 2019

Ministry of Health	Naomi Thaine		Govt	30 July 2019
GARFIN	Cassandra Whiteman			30 July 2019
TAMCC	Laurel Victor		Academia	30 July 2019
Ministry of Education	Glenroy George		Govt	30 July 2019
GCF	Donnalyn Watson-Henry			30 July 2019
Gender Affairs	Vinishah Cudgoe		Govt	30 July 2019
Ministry of Social Development	Nicole Neva Pitt		Govt	30 July 2019
Ministry of Social Development	Brian Aird		Govt	30 July 2019
Ministry of Social Development	Norlisa Lorde		Govt	30 July 2019
Ministry of Social Development	Alice Victor Roberts		Govt	30 July 2019
Ministry of Agriculture	Mellisa Tyson		Govt	30 July 2019
GPPA	Jeannine Sylvester-Gill		CSO	30 July 2019
PAHO	Fiona Anthony		WHO	30 July 2019
Ministry of Social Development	J. L. Pascal		Govt	30 July 2019
Ministry of Social Development	Elaine Henry-McQueen		Govt	30 July 2019

ANNEX 2: Risk Management Matrix

PROGRAMME RISK MANAGEMENT MATRIX

Risks	Risk Level: Very high High Medium Low (Likelihood x Impact)	Likelihood: Almost Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Extreme - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Unit/Person
Contextual risks					
National hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities	Very High	4	5	The UN Contingency Plan will be finalised, with risk mitigating measures. Additionally, all Agencies will be encouraged to have in place/update Business Continuity Plans.	UNRCO
Failed Constitutional Reform on the Rights and Freedoms Bill	Medium	3	3	Gov't commitment to gender equality and a rights-based approach, as demonstrated in Gov't priorities and actions.	UN WOMEN, UNDP
Significant conservative discourse related to male marginalization, that men and	High	4	4	The UN System will work with government and CSOs to sensitise all stakeholders, including programme	UN WOMEN, UNDP, UNICEF, PAHO/WHO



boys as a group have been made vulnerable and marginalized as a result of women progress.					beneficiaries and implementers that focus on IPV and child sexual abuse does not limit and reduce the scale of women's and girl's experiences of violence within the family. Additionally, to dispel the myth that gains made to eliminate family-based VAWG and empower women and girls do not result in marginalization and discrimination of men and boy.	
Programmatic risks						
Project funding risks being inadequately financed, following its medium term review, and will require a reduction in the activities to be completed.	High	3	5		On-going engagement with other partners to mobilise additional financing to support the project's intended outcomes.	UN WOMEN, UNDP, UNICEF, PAHO/WHO, UNRCO
Reluctance of state institutions to share VAWG and family violence data generated	High	4	4		Ongoing advocacy about the importance of information sharing and the use of the data for evidence-based policy making and programming.	UNDP
Implementation readiness for January start date, especially for CSOs	High	4	4		Staging of implementation, with consideration to training needs. Prefunding.	UN WOMEN, UNDP, UNICEF, PAHO/WHO
Resistance to messaging re gender equality, changing social norms, and vulnerable groups.	Medium	3	2		It is expected that these ingrained ideas will take a long time to change. Young adults are more accepting of these tenets and educating children	UN WOMEN



Capacity of CSOs involved in multiple programmes, activities, and/or communities.	Medium	3	4	will, in the long run, change the tide. The programme management plan should alert managers of this problem before it occurs.	UN WOMEN, UNDP, UNICEF, PAHO/WHO
Institutional risks					
Untimely 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	Low	3	4	Timely selection of partners and preparation of agreements	UN WOMEN, UNDP, UNICEF, PAHO/WHO
Time needed to operationalize the proposed information management system.	High	5	4	Known risk - intermediate plan for data must be developed.	UNDP
Participation of government and development agencies (e.g. UN an EU) in the interim or National CSO reference group.	Medium	3	2	The CSO RG membership will be per the guidelines, and consist of only CSOs. Participation of government and/or development agencies will be limited to specially called meetings rather than meetings to discuss the usual business of the CSO RG. Meetings of the CSO RG will not be held in government facilities.	UN WOMEN
Fiduciary risks					
CSO may not have the institutional or absorptive	High	4	5	Monitor implementation rate with relevant partners; Implementation of	UN WOMEN



capacities					HACT.	
Assumptions: <ul style="list-style-type: none"> ✓ There is political will and high-level buy-in and commitment to realise the outcomes of the Spotlight Initiative in Grenada. ✓ Data access will be readily available to inform the design, implementation and monitoring of prevention programmes. ✓ Adequate financial and human resources will be available to support the successful implementation of the Grenada Country Programme. ✓ Through gender responsive budgeting, the budgetary allocations and investments necessary to ensure that the project results are sustained over time will be made. 						

ANNEX 3: Coherence with Existing Programmes

UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
UNICEF	Pillar 1 – Legal and Policy Reform: Support for legislative reform in line with the OECS Family Law Reform Project	2009 - present	Agency Core Resources	Ministry of Social Development; Ministry of Legal Affairs; Grenada Child Rights Coalition; Legal Aid and Counselling Clinic	\$ 50,000.00	National	Support Pillar one in legislative and policy reform.



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	Pillar 2 – Institutional Strengthening: Social Service workforce strengthening which supports in-service capacity building and provides ICT provisions to improve speed and accountability for service standards in the main child protection agency	2017-2021	Agency Core Resources	Child Protection Agency (CPA)	\$ 150,000.00	National	Supports Pillar 5 in the availability of data, and Pillar 4 in enhancement of service delivery
	Pillar 3 – Prevention and Social Norms: UNICEF has provided technical and financial support to reduce violence in schools in all its forms as an integral part of wider programming to improve behavioural and learning outcomes. Following successful piloting in 9 primary schools during 2014-2016 which saw a reduction in violent practices in school, current efforts are focused on scaling-up to all primary and	2014- 2021	Agency Core Resources	Ministry of Education; Ministry of Social Development; Child Protection Authority; Grenada Child Rights Coalition; Legal Aid and Counselling Clinic; Grenada Cricket Association; Grenada Football Association	\$ 450,000.00	National	Support especially Pillar 3 in prevention and behavioural change to promote positive social norms against GBV



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>secondary schools.</p> <p>Capacity development with schools/ teachers/ principals to address violence in schools focused on use of Positive behavior management (teacher-student violence); life skills development to address student fighting, bullying including gender-based violence</p> <p>Capacity development and other support for delivery of HFLE in schools to address areas such as positive management of sexuality, gender issues towards positive interactions between girls and boys, conflict resolution, etc.</p> <p>Work has also engaged coaches to address protection in sports; bus drivers to address violence on buses to and</p>						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	from school as part of wider work to address social norms . Support has also been on-going for parenting Education from ECD through adolescence to improve prevention, awareness of and response to all forms of child abuse. The Break the Silence campaign has been on-going over the last five years to strengthen awareness, prevention and reporting on child abuse.						
	Pillar 5 – Data Management: Ongoing data analysis through situation analyses of children and women, further analysis of existing surveys and administrative data. Child Protection Systems Assessments which provide gap analyses between international child protection standards and national	2016-2021	Agency Core Resources	Ministry of Social Development/ Child Protection Agency/ OECS Commission	\$ 50,000.00	National	Supports all pillars by providing data and information to inform planning, legislative and policy formulation, service delivery and advocacy campaigns.



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
UNDP	compliance to determine whether requirements are being met and, if not, what steps should be taken to ensure they are met successfully, including specific research on the nature, extent, and mechanisms to combat child sexual abuse in Grenada.						
UNDP	The CariSECURE project is a regional initiative implemented by UNDP, which is one of three components of a broader USAID Youth Empowerment Services (YES) Project. CariSECURE works to strengthen the integrity and accessibility of citizen security data in 10 Eastern and Southern Caribbean countries with specific emphasis on the USAID priority countries which includes Guyana,	2016 - 2020	USAID	Ministries and Government Divisions related to National security, Planning, Social development, Statistics, and Youth development		National	UNDP's work on GBV in Grenada is conducted prominently through CariSecure which draws on a public health approach to crime prevention – an approach clearly inscribed in Spotlight's priorities – consisting of initiatives to:



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	St. Kitts and Nevis and St. Lucia. The project aims to improve the decision-making process in Caribbean public institutions by transforming quantitative data into useful qualitative information, enabling public servants to make data-informed decisions and to use this information to develop policies and programmes that address key crime and violence problems identified in the data.						Develop datasets and policies to monitor social behaviours and crime evolution; and Develop policies in the Rule of Law area, including gender-disaggregated data to obtain reliable information on VAWG.



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	National Health Insurance Support Project: The UNDP was selected by the IBSA fund to support the development of a National Health Insurance scheme for Grenada. It would be the first of its kind in the OECS.	2018-2019	IBSA	Ministry of Health and the National Insurance Board of Grenada	\$ 742,925.08	National	The project supports an NHI Secretariat which is responsible for implementing project deliverables.



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
UNFPA	<p>Pillar 1 – Laws and Policies: UNFPA conducted a comprehensive legislative and policy review on SRHR in Grenada and the findings will further inform work under this pillar with specific focus on populations' furthest behind with regard to sexual abuse and violence, incest, sexual grooming, transactional sex, contraception, termination of pregnancy and HIV/STIs.</p> <p>UNFPA provided technical support to Grenada for the development of the:</p> <ul style="list-style-type: none"> - National Sexual and Reproductive Health Policy and Strategic Action Plan (PSAP), which was approved by Cabinet in 2014, and was tasked to guide the National Committee 	2018-2019		Ministry of Education		National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>comprised of Ministers of Social Development, Education and Human Resource Development and Health and Social Security on costing and implementation of the PSAP.</p> <p>- Draft Model Reproductive Health Care Services and Protection Bill</p> <p>- Development of the national action plan to reduce adolescent pregnancy, which has a strong focus on prevention of sexual violence.</p>						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 3 – Prevention and Social Norms: UNFPA has been providing technical and financial to strengthen the delivery of Comprehensive Sexuality Education (CSE) in and out of schools in Grenada.</p> <p>- A comprehensive assessment of the status of CSE implementation was completed and the capacity of the HFLE unit at the MoE was strengthened accordingly.</p> <p>- A south-south cooperation exchange between Jamaica and Grenada is being facilitated by UNFPA to further strengthen Grenada in the area of CSE. This will feed into the roll-out of a CSE pilot in schools planned for 2019 and beyond.</p>	2019		Legal Aid and Counselling Clinic, Ministry of Health		National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	In the past, the Grenada Legal Aid and Counselling Clinic was supported to promote gender equality and improve SRH and health seeking behaviours in adolescents and youth in conflict with the law						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 4 – Quality Essential Service Provision: Personnel from the health and social protection sectors had strengthened to provide services to women and girls affected by violence, included family violence, in emergency settings.</p> <p>In collaboration with PAHO, the Ministry of Health had capacity enhanced to provide services for women subjected to intimate partner violence and this sexual violence and this training will be rolled-out throughout the health sector.</p> <p>UNFPA continues to provide support for Grenada's implementation of the Comprehensive Condom Programme and the Sex Worker Implementation</p>	2019				National	



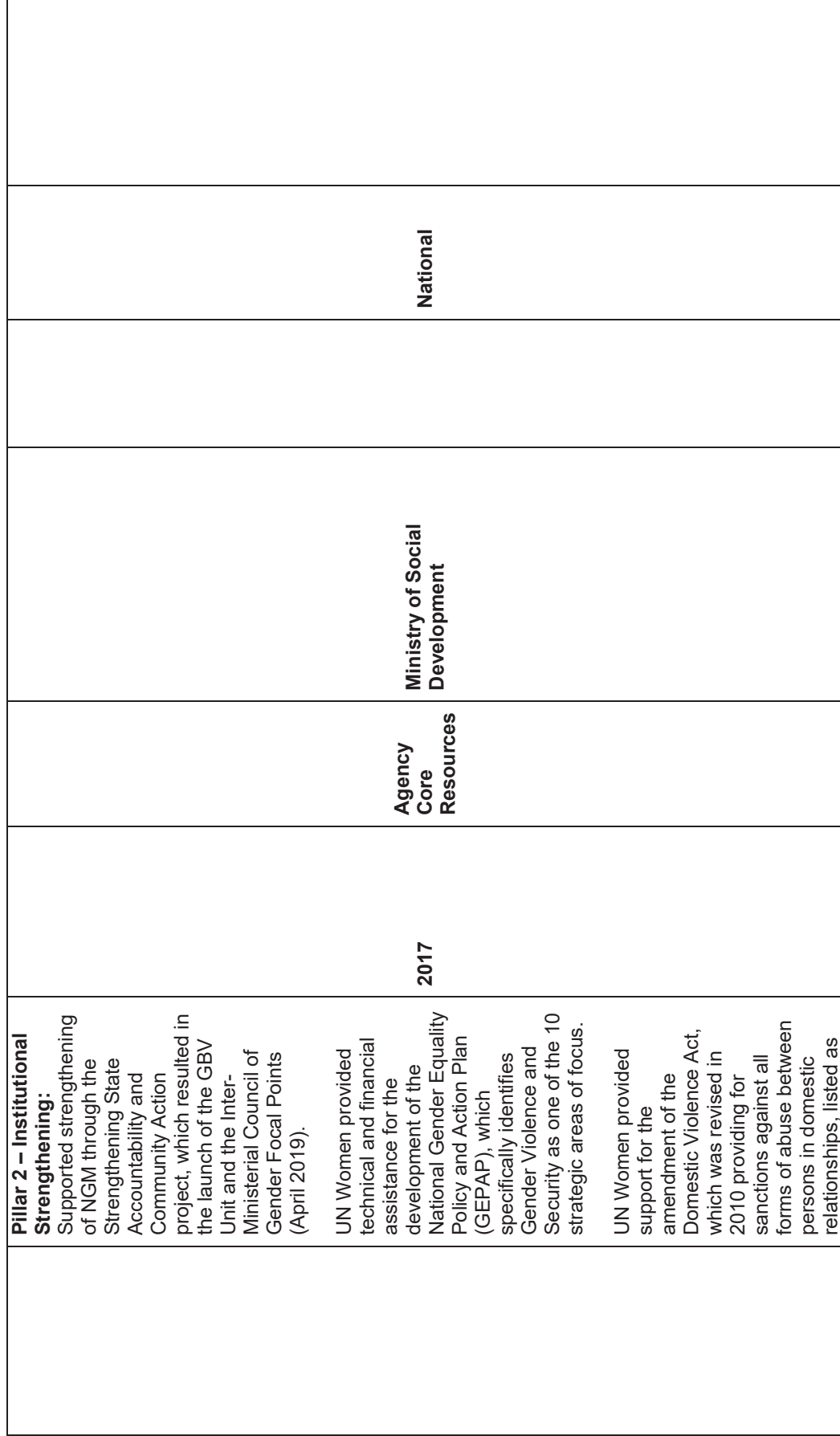
UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Tool (SWIT) for services to sex workers and other vulnerable populations.</p> <p>UNFPA supported the finalization of the National Family Planning Protocol for Grenada and integration of HIV and Reproductive Health services including for key populations.</p>						
	<p>Pillar 5 – Data Management: Given UNFPA's leadership and expertise in population data and dynamics, support to the 2020 population and housing census is currently ongoing and preparation for gender-related analyses.</p>	2019				National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 6 – Women’s Movement and CSOs: UNFPA continues to support the strengthening of Youth Networks including its Youth Advisory Group (YAG) on SRH, HIV and Rights for Youth.</p> <p>Other CSOs such as the Grenada Family Planning Association and the CARIMAN Male Action Network receive technical assistance to strengthen work and advocacy on the ground in Grenada around SRHR and male engagement for GBV and HIV prevention.</p>	2019				National	

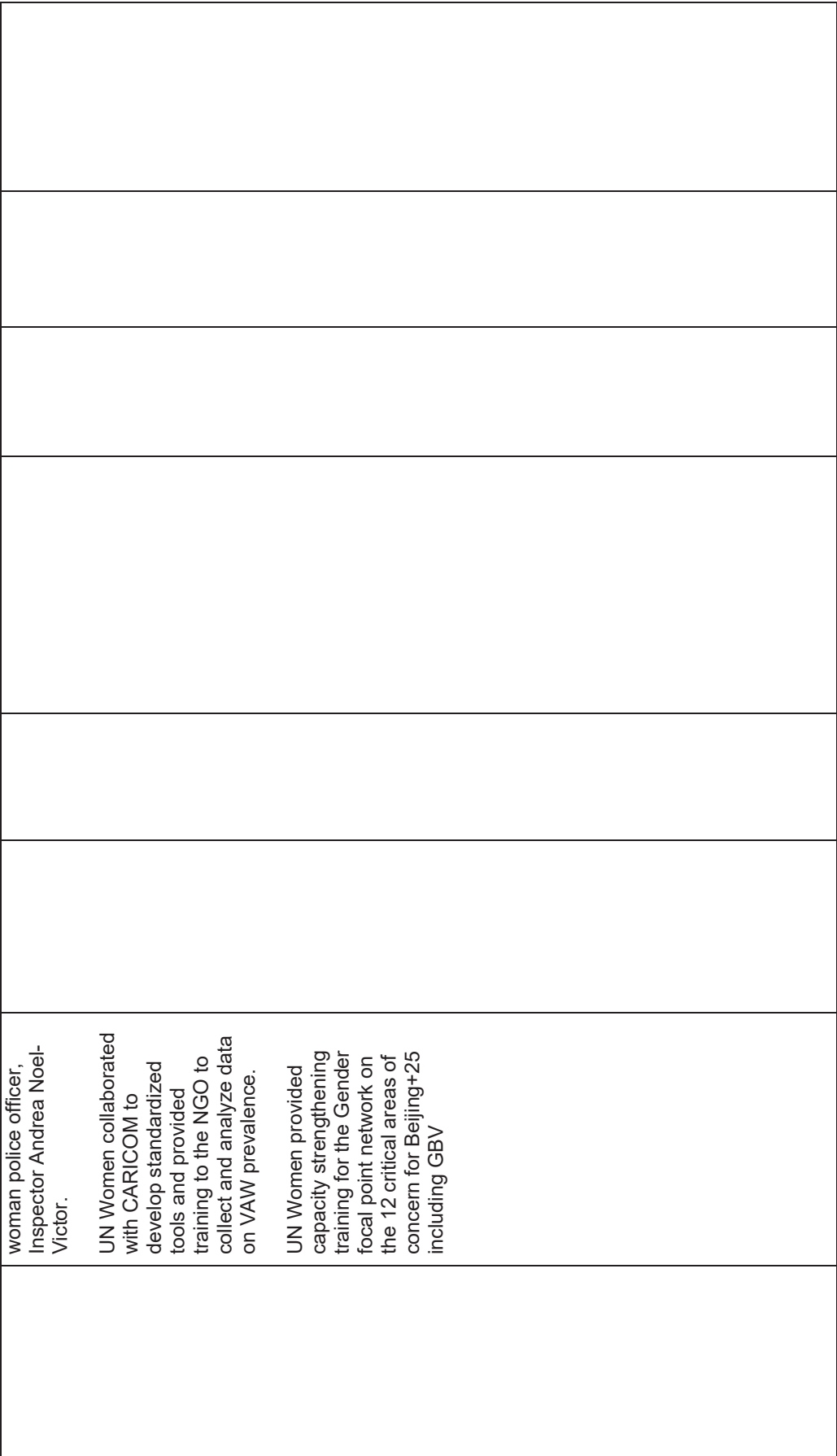


UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
UN Women	<p>Pillar 1 – Laws and Policy: Provided technical and financial support to the GBV National Strategic Plan.</p> <p>Provided technical support for the development of the Beijing+20 and Beijing+25 Reports.</p> <p>Provide technical assistance for the NGM on normative issues.</p> <p>Provided financial and technical support for the Gender Policy.</p>	2009-Present	Agency Core Resources	Ministry of Social Development		National	Support Pillar one in legislative and policy reform.





						physical, sexual, economic, emotional abuse, as well as intimidation, stalking, harassment and damage to property.	
						UN Women funded "The implementation of Police Action to implement Protocols and Laws on Sexual Crimes and Domestic Violence" project, which resulted in the 2018 promulgation of "The Police Standing Order (Amendment) 2017" whereby the Royal Grenada Police Force Act was amended as it relates to protocols for handling cases of domestic and sexual violence.	
						Coming out of the UN Women forerunner UNIFEM State Accountability Project, Grenada is one of the Caribbean countries that has established a Special Victims Unit within the Royal Grenada Police Force. The unit is headed by a senior	





UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 3 – Prevention and Social Norms: UN Women commissioned the Grenada Legal Aid and Counselling Clinic (LACC) to implement a Batterer Intervention Pilot Project titled “The Man-to-Man Programme” in Grenada in 2005 with additional support from CIDA. The Man-to-Man Programme commenced August 2005 until February 2006 and ran for 14 cycles (170 men, 7-12 per cycle participated). A Programme Manual and Operational Guidelines for Management of a standardized batter intervention programme, entitled “Partnership for Peace – A Violence Prevention Programme” was developed and is in use today.</p> <p>UN Women provided financial and technical</p>	2005- Present	Agency Core Resources			National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	support to activities in Grenada under the Social Mobilization programme. The project was led by the government and CSOs based on the Social Cognitive Theory of change, which provides a framework for understanding, predicting, and changing human behavior at individual and group levels. The key project activities included three (3) psycho educational workshops targeting girls, three (3) psycho educational workshops targeting boys, 20 Community Sensitization workshops and a training of facilitators in the use of the then pilot youth GBV prevention programme.						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 4 – Quality Essential Services: UN Women provided technical and financial support for the establishment in 2003 of the Domestic Violence Unit in the Ministry of Social Development and Housing, renamed the Gender-Based Violence Unit in 2013. In 2018, a Special Victims Unit (SVU) and Hotline was established by the Royal Grenada Police Force (RGPF). The SVU comprises female Criminal Investigation Department (CID) officers within the RGPF, who respond to cases involving sexual violence, child sexual abuse and IPV.</p> <p>UN Women supports the LACC “Man-to-Man” programme focusing on batterers and “Changes” targeting women victims of gender based violence</p>		Agency Core Resources	Ministry of Social Development, Royal Grenada Police Force		National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	focusing on self-esteem and helping them to recognize when they are in danger. LACC in particular provides both legal and non-legal support in response a range of problems, providing specific programming and counselling services for persons who experience GBV.						
	<p>Pillar 5 – Data Management: UN Women and CDB supported the Grenada Statistical Office to complete a national prevalence survey on VAW. Data collection was completed in 2018 and the national report is currently being prepared.</p> <p>UN Women supported CARICOM in the adaptation of the Global WHO methodology to the Caribbean context and then provided technical</p>		Agency Core Resources	Central Statistical Office		National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	and financial support to five (5) surveys in the region, including Grenada; the first of their kind.						
	Pillar 6 – Women’s Movement & CSOs: UN Women has provided long standing support to CSOs/NGOs in Grenada including the National Organisation of Women and Legal Aid Counselling Clinic. This support included financial and technical assistance including post-disaster psycho-social support to government and other actors.		Agency Core Resources	GNOW, Legal Aid Counselling Clinic		National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
PAHO/WHO	<p>Pillar 3 – Prevention and Social Norms:</p> <p>Capacity Building to Reduce Risk of child Sexual Abuse. This project implemented by the Health Promotion Department of the Ministry of Health, was designed to assist, 'at risk' children, care givers, and communities to understand the risk factors for sexual abuse, to promote discussions, encourage behavioral change, and empower communities. The objectives of the program were to:</p> <ul style="list-style-type: none"> - To increase awareness among children and provide them with the knowledge and skills to minimize risks - To raise awareness of and empower communities to break the cycle of child abuse - To carry out community-based interventions including capacity building and 	2017/2018	Agency Core Resources	Ministry of Health	\$ 10,174.26	National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	workshops to minimize child abuse. Celebration of the International Day for Elimination of Violence against Women and the sixteen (16) days of activism against Gender Based Violence. These initiatives were implemented by The Ministry of Health in collaboration with the Division of Gender and Family Affairs of the Ministry of Social Development and Housing. The Project was aimed at creating community awareness of the situation on Violence of women and girls and the available services.						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Pillar 4 – Quality Essential Services: Enhance Public Awareness for Prevention of Gender based Violence and Build capacity to Respond to Gender Based Violence. This project was implemented by The Ministry of Health in collaboration with the Division of Gender and Family Affairs of the Ministry of Social Development and Housing. The objective of the project was to improve the usage of effective coping strategies for both clients and service providers in the event of crisis and promote the use of universal principles in the intervention of a crisis, Debriefing, Diffusing, Self-care and the development of an action plan on Gender- Based Violence, Child Abuse, Natural Disasters,</p>	2018-2019	Agency Core Resources	Ministry of Health	\$ 28,800.00	National	



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>suicide, and mental illness.</p> <p>Gender-based violence responder and stakeholder capacity strengthening. This project was implemented by the Ministry of Social Development and Housing. The project aimed at providing responders and stakeholders with the knowledge necessary to effectively deal with case management and to strengthen networking across Ministries, civil society and stakeholders to effectively prevent and reduce Gender-Based Violence incidences.</p> <p>Celebration of the International Day for Elimination of Violence against Women and the sixteen (16) days of activism against Gender Based Violence (2018)</p>						



UN Agency/ Fund/Programme	Past/Ongoing/ Planned Programmes	Implementation Period	Donor(s)	Implementing Partners	Overall Budget US\$	Geographic Coverage	Complementarity with Spotlight Initiative (one sentence)
	<p>Development of the Global Status Report on Preventive Violence Against Children</p> <p>Development of a Gender and Health Profile</p>						

ANNEX 4: Communication and Visibility Plan

Kindly consult the [Communications and Visibility Guide](#) before developing your plan:

The Grenada Spotlight Programme will confront national realities and challenges as a society to develop a comprehensive programme to stop violence against women and girls; specifically focused on Family Violence, including GBV and Child Sexual Abuse, and ensuring Sexual and Reproductive Health and Rights for all women and girls in Grenada. Communications will focus on challenging the culture of silence and denial while advocating for the realisation of the programme goals.

Key Issues	Communications response
<p>General Context - CULTURE OF SILENCE</p> <p>“The full extent of gender-based violence in Grenada is unknown due to silence and lack of reporting among victims.”</p>	<p>C4D campaign aimed at breaking the culture of silence</p>
<p>Pillar 1 - Weak implementation of law and policy [1]</p> <p>Pillar 2- Weak institutions and efforts to close gaps [2]</p> <p>“There are glaring gaps in the ability of the respective institutions to achieve optimum results...”</p>	<p>Impact stories on the positive changes for beneficiaries regarding implementation of laws and strengthening of institutions and the difference being made to reduce, eliminate, respond to family violence.</p>
<p>Pillar 3 – Addressing Harmful Social Norms</p> <p>“...although the male opinion leaders are generally sympathetic to the issue of child sexual abuse, they are not as sympathetic to gender-based violence against women.”</p>	<p>C4D campaign aimed at promoting new norms around masculinity; in terms of addressing violence against women and girls</p>



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

<p>Pillar 4 – Service Gaps</p> <p>“...it is important to close the gaps in the essential services provided for women and girls who are survivors of GBV in Grenada, most notably in the Health Care sector, but also in the area of overall, multi-sector coordination. “</p>	<p>Initiatives to enhance public awareness of services that are available, e.g. App on GBV referral pathway.</p>
<p>Pillar 5 – Data and Statistics</p> <p>“The importance of data collection, analysis, and dissemination cannot be overstated. Nonetheless, <u>this is a challenging area for Grenada...</u> the system could and should be used to generate citizen-friendly reports to inform the Grenadian public of issues or trends of interest.”</p>	<p>Initiatives to disseminate the data and information in a digestible manner for the various audiences.</p>
<p>Pillar 6 – Amplification of CIVIL SOCIETY VOICE</p> <p>“Grenada’s CSOs often work with limited staff and resources, yet their work is vital to the goal of ending violence against women and girls in Grenada. If we are to succeed, we must scale up and support their work.”</p>	<p>Comms support to amplify the critical voice of civil society to ensure it is integrated in policy and programme design and implementation.</p>

A- Objectives

1. Overall communication objectives

Objective #1: Raise awareness on the prevalence of family violence including gender-based violence and child sexual abuse in Grenada:

By publicizing data and supportive facts, creative messaging to key audiences, exhibiting thought leadership on violence against women and girls and media sensitization.

Key indicator(s)

- i. Percentage of audience with accurate knowledge on the prevalence of family violence.

Objective #2: Illustrate and promote the impact and results of Spotlight-supported interventions: By finding, sharing and promoting the stories of women and girls whose lives have been positively transformed by Spotlight-supported interventions.

Key indicator(s)

- i. Percentage of identified audiences with accurate knowledge of the Spotlight Initiative
- ii. Percentage of identified audiences with a positive perception of the Spotlight Initiative
- iii. Output Indicator 3.3.3: Number of new and other media stories/reports that sensitively report on VAWG and GEWE more broadly

Objective #3: Provide communications for development support to strengthen Spotlight Initiative's programme design and implementation: By influencing the creation and delivery of behaviour-change and culture-shift activities, campaigns and initiatives.

Key indicator(s)

- i. Output Indicator 3.2.2: Number of people reached by campaigns challenging harmful social norms and gender stereotyping

Objective #4: Ensure visibility for the Spotlight Initiative, its donors and partners: By coordinating consistent and coherent branding, high-profile endorsements from social influencers, top-tier media placements, organising publicity events and campaigns.

Key indicator(s)

- i. Percentage growth of Spotlight audiences (segmented)
- ii. Percentage increase in Spotlight brand recognition

2. Messages

- The global SLI messages will be adapted and incorporated. Specific initiatives' messaging for SLI Grenada will be fleshed out as communications activities are developed. These will be guided by the Spotlight overall goals and the country-specific and audience-related objectives to resonate with the Grenada target groups.

3. Audiences

SLI Grenada will target both the public in general and specific target groups. The specific target groups include the following:

- Women
- Men
- Adolescent boys and girls
- Government Ministers and other policy makers
- Civil Society Groups
- Youth leaders



- Media, Journalists and Editors
- Artistes and entertainers
- Educators and non-teaching staff
- FBOs

Communications objectives per target group will be detailed in upcoming versions for e.g. Comms support to legal literacy programme for rights holders and human rights defenders under pillar 1.

B- Communication Activities

4. Content production

Main activities that will take place during the period covered by the communication and visibility plan include:

Activities	Description
Develop communications workplan	The Grenada SLI communications strategy will guide the implementation of the communications and visibility workplan. The workplan will draw on the qualitative research into GBV and CSA and family violence that has been completed, to understand social norms that perpetuate violence against women and girls and family violence.
Message development	Develop and disseminate consistent, clear and evidence-based messages on family violence and Spotlight's response using national data.
Innovative content creation, development and dissemination via mass media and social media to deliver meaningful, targeted audience-led solutions.	<ul style="list-style-type: none"> • Development and strategic dissemination of fact sheets on family violence via traditional, social media and key advocacy events • Creation and strategic dissemination of videos, infographics, photo essays and human-interest stories. The infographics content will be developed from quantitative and qualitative surveys on GBV, CSA and SRH. • Development and strategic airing of a C4D campaign focusing on promoting new norms around masculinity aimed at addressing violence against women and girls <p>Ensure the recognition of all partners through the development of co-branded materials; placement of logos and mention of all partners for all Spotlight activities partners.</p>
Facilitate Public dialogue and outreach	<ul style="list-style-type: none"> • Social mobilization and sensitization activities with key influencers (religious leaders, entertainers etc.) • Joint EU/UN/Government and CSO engagement and SLI visibility to be defined around selected international days of observance such as: <ul style="list-style-type: none"> ○ International Women's Day (March 8th), ○ International Day of the Girl Child (October 11), ○ International Day for Rural Women (October 15th), ○ 16 Days of Activism to End Violence Against Women and Girls (25th Nov- 10 Dec); ○ International Human Rights Day (December 10th) etc.
EU and UN visibility on the Spotlight to end violence against women and girls' initiative and other interlinked development support to Grenada	Brand the Spotlight initiative and the role of EU and UN along the global guidelines for visibility of the Initiative.



- **Channels**
- Social Media (Facebook, YouTube, Twitter). As the most used social media platform in the tri-nation state of Grenada, Carriacou and Petite Martinique, Facebook will be one of the main sources for information sharing.
- Traditional media -primarily Radio
- Events. including media engagement, press conferences, briefings, community radio segments, radio talk-shows, local news; Regional media training across Caribbean Spotlight Countries (Grenada, Guyana, Jamaica, Trinidad & Tobago, Belize*)
- Multi-Media- videography and photography
- Spotlight website and global spotlight newsletter
- Regional E-newsletters (capturing the six Caribbean Spotlight Initiative programmes)
- National celebrities, cultural artistes and media personalities as Spotlight Champions
- Billboards
- infographic poster cards series that tell several stories, combined to paint a fuller picture (usually in high demand around international days of observance)
- App for GBV Referral pathway

6. Monitoring and evaluation

Output	Indicator	Measures/Mean of verifications
	Percentage of audience with accurate knowledge on the prevalence of family violence.	Pre and post workshop surveys Comms event KAP surveys using baseline research from existing studies.
	Percentage of identified audiences with accurate knowledge of the Spotlight Initiative	Pre and post workshop surveys Comms events surveys to test awareness of Spotlight programme and communications activities.
	Percentage of identified audiences with a positive perception of the Spotlight Initiative	Number of videos posted, subscribed and liked. Number of likes, posts, retweets and uses of hashtags Feedback from online survey
	Number of new and other media stories/reports that sensitively report on VAWG and GEWE more broadly	Monitoring of traditional and digital media: count and analysis of stories and headlines.
	Number of people reached by campaigns challenging harmful social norms and gender stereotyping	Audience reach of radio stations Facebook and other social media metrics # of persons participating in sensitisation sessions and social mobilisation activities
	Percentage growth of Spotlight audiences (segmented)	Number of unique visitors, followers and viewers on social media platforms
	Percentage increase in Spotlight brand recognition	# of co-branded activities, materials developed

Additional indicators will be further detailed by Monitoring and Evaluation expert.

7. Provisions for feedback (when applicable)

KAP and other surveys to be conducted as applicable.



C- Resources

8. Human Resources

The RCO Associate Development Coordination Officer - Programme Communications and Advocacy, with the Spotlight Communications officer, will be responsible for the implementation and reporting on the Spotlight communications and visibility plan with implementation support from the UNIC, UNCG, and particularly Spotlight Agencies.

The United Nations Communications Group (UNCG): This Inter-Agency group works to spearhead and forge a common identity for the UN system and to speak with a common voice on important development issues.

UNIC

The UN Information Centre for the Caribbean area is part of the Department of Global Communications, charged with the responsibility of telling the story of the United Nations to the World.

9. Financial resources

The budget required to implement the Communications and Visibility Plan will be developed upon for Version 1 of the Country Programme. The enclosed draft plan provides an overview of the proposed approach to visibility and behavioural change initiatives.

10. Partnerships

List communications partners, including RUNOs, private sector, UNICs etc.

- Government Information Service- Grenada
- Grenada Broadcasting Network
- NOW Grenada
- Radio and Television stations including Caribbean Media Corporation
- Grenada's Women Parliamentary Caucus
- UN Resident Coordinator's Office for Barbados and the OECS
- Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM
- UN Women MCO Caribbean
- UNICEF Eastern Caribbean
- UNFPA
- UNDP Barbados and the OECS
- PAHO
- United Nations Information Centre for the Caribbean Area
- UWI TV
- Civil Society Organisations
- Faith Based Organisations

Table A - WORK PLAN (Years 1-4)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

Outcome	Output	Outcome/Output Description	TIME FRAME			PLANNED BUDGET					Recipient UN organization	Implementing Partners (only with transfer of funds) (clearly label Gov't and Civil Society)	
			Y1	Y2	Y3	PHASE I (Year 1-2)			PHASE II (Year 3)	TOTAL			
						Spotlight Phase I USD	Agency Contributions (CORE only) Phase I USD	Total Funded Cost Phase I USD	ESTIMATED UNFUNDED GAP, USD (Year 3) Spotlight EU funding, donors and Agency contributions	ESTIMATED TOTAL COST, USD (year 1-3)			
A. PROGRAMME OUTCOME COSTS													
1	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												
1	1.1	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 and are in line with international HR standards and treaty bodies' recommendations	x	x	x	59,571	32,700	92,271	21,948	114,219	UNICEF	Ministry of Legal Affairs, Attorney General, Department of Public Prosecutions, Royal Grenada Police Force (Prosecutions Dept), Ministry of Social Development	
1	1.2	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	x	x	x	13,299	-	13,299		13,299	UNDP	Ministry of Legal Affairs, Attorney General, Department of Public Prosecutions, Royal Grenada Police Force (Prosecutions Dept), Ministry of Social Development	
1	1.3	Output 1.3: National, sub-national and/or regional partners have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda	x	x	x	-	-	-	2,439	2,439	UNICEF	Ministry of Legal Affairs, Attorney General, Department of Public Prosecutions, Royal Grenada Police Force (Prosecutions Dept), Ministry of Social Development, Civil Society Organisations	
Sub-total Outcome 1:						72,870	32,700	105,570	24,386	129,956			
2	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												
2	2.1	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	x	x	x	64,769	26,000	90,769	36,093	126,862	UNDP	Cabinet Secretariat, Department of Public Administration, Ministry of Finance, Ministry of Social Development	
2	2.2	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	x	x	x	30,000	5,400	35,400	8,291	43,691	UNDP	Cabinet Secretariat, Department of Public Administration, Ministry of Finance, Ministry of Social Development	
2	2.3	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	x	x	x	15,000	-	15,000	4,390	19,390	UN Women	Cabinet Secretariat, Department of Public Administration, Ministry of Finance, Ministry of Social Development	
Sub-total Outcome 2:						109,769	31,400	141,169	48,774	189,943			
3	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												
3	3.1	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	x	x	x	144,250	38,000	182,250	55,601	237,851	UNICEF, UN Women	Ministry of Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Social Development, Civil Society Organisations	
3	3.2	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	x	x	x	196,500	113,250	309,750	79,012	388,762	UNICEF, UN Women	Ministry of Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Social Development, Civil Society Organisations	
3	3.3	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	x	x	x	26,500	-	26,500	11,706	38,206	UN Women	Civil Society Organisations	
Sub-total Outcome 3:						367,250	151,250	518,500	146,319	664,819			
4	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												
4	4.1	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	x	x	x	268,634	-	268,634	117,055	385,689	PAHO/WHO	Ministry of National Security, Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Foreign Affairs, Ministry of Social Development	

Table A - WORK PLAN (Years 1-4)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

Outcome	Output	Outcome/Output Description	TIME FRAME			PLANNED BUDGET					Recipient UN organization	Implementing Partners (only with transfer of funds) (clearly label Gov't and Civil Society)
			Y1	Y2	Y3	PHASE I (Year 1-2)			PHASE II (Year 3)	TOTAL		
						Spotlight Phase I USD	Agency Contributions (CORE only) Phase I USD	Total Funded Cost Phase I USD	ESTIMATED UNFUNDED GAP, USD (Year 3) Spotlight EU funding, donors and Agency contributions	ESTIMATED TOTAL COST, USD (year 1-3)		
4	4.2	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	x	x	x	79,426	-	79,426	29,264	108,689	PAHO/WHO, UN Women	Ministry of National Security, Education, Ministry of Tertiary Education, Ministry of Health, Ministry of Youth Empowerment, Child Protection Authority, Royal Grenada Police Force (SVU), Ministry of Foreign Affairs, Ministry of Social Development
Sub-total Outcome 4:						348,060	-	348,060	146,319	494,379		
5	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											
5	5.1	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	x	x	x	97,724	2,000	99,724	36,214	135,938	UNDP	Central Statistical Office (Ministry of Finance), Royal Grenada Police Force (Criminal Records Office), Ministry of Health, Ministry of Social Development
5	5.2	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	x	x	x	95,000	7,000	102,000	37,311	139,311	UNDP	Central Statistical Office (Ministry of Finance), Royal Grenada Police Force (Criminal Records Office), Ministry of Health, Ministry of Social Development
Sub-total Outcome 5:						192,724	9,000	201,724	73,525	275,249		
6	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											
6	6.1	Output 6.1: Women's rights groups and relevant CSOs, have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including DV/IPV, with relevant stakeholders at sub-national, national, regional and global levels	x	x	x	55,400	5,000	60,400	31,114	91,514	UNDP, UN Women	Civil Society Organisations
6	6.2	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	x	x	x	41,788	16,712	58,500	14,143	72,643	UN WOmEn	Civil Society Organisations
6	6.3	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	x	x	x	50,000	-	50,000	25,457	75,457	UN Women	Civil Society Organisations
Sub-total Outcome 6:						147,188	21,712	168,900	70,714	239,614		
TOTAL PROGRAMME OUTCOME COSTS						1,237,861	246,062	1,483,923	510,037	1,993,960		
B. PROGRAMME MANAGEMENT COSTS (Project Office Costs)												
UNDP (incl RCO)												
N/A	N/A		x	x	x	28,949	209,600	238,549	119,250	357,799		
UN Women												
N/A	N/A		x	x	x	235,564	122,000	357,564	124,000	481,564		
UNICEF												
N/A	N/A		x	x	x	4,400	150,000	154,400	76,200	230,600		
PAHO												
N/A	N/A		x	x	x	4,800	97,300	102,100	54,550	156,650		
EVALUATION												
N/A	N/A	Evaluation	x	x	x	30,482	-	30,482	15,421	45,903		
TOTAL PROGRAMME MANAGEMENT COSTS						304,195	578,900	883,095	389,421	1,272,516		
TOTAL DIRECT PROGRAMME COSTS*						1,542,056	824,962	2,367,018	899,458	3,266,476		
Total Indirect Support Cost (7%)*						107,944		107,944		107,944		
TOTAL COSTS						1,650,000	824,962	2,474,962	899,458	3,374,419		

Please note that as the figures for Phase II are estimates, we have not included the 7% Indirect Support Costs for years 3 and 4 at this stage. They will be added when the detailed budget for Phase II is finalised.

Table B - BUDGET by UNDG CATEGORIES and SUMMARY BY OUTCOME (Phase I: Years 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

UNDG BUDGET CATEGORIES	UNDP		UN WOMEN		UNICEF		PAHO		TOTAL USD		% by UNDG category
	Spotlight (USD)	RUNO Contrib. (USD)	Spotlight (USD)	RUNO Contrib. (USD)	Spotlight (USD)	RUNO Contrib. (USD)	Spotlight (USD)	RUNO Contrib. (USD)	Spotlight (USD)	RUNO Contrib. (USD)	
1. Staff and other personnel	28,949	200,000	178,112	72,000	-	140,000	-	90,300	207,061	502,300	13%
2. Supplies, Commodities, Materials	23,724	9,800	-	-	-	-	87,414	-	111,138	9,800	7%
3. Equipment, Vehicles, and Furniture (including Depreciation)	-	-	25,000	25,000	-	-	30,000	-	55,000	25,000	4%
4. Contractual services	203,000	23,400	100,732	74,250	-	-	47,600	-	351,332	97,650	23%
5.Travel	1,000	4,800	22,720	-	8,500	16,700	17,100	7,000	49,320	28,500	3%
6. Transfers and Grants to Counterparts	83,068	12,000	317,788	46,712	184,471	103,000	165,746	-	751,073	161,712	49%
7. General Operating and other Direct Costs	-	-	17,132	-	-	-	-	-	17,132	-	1%
Total Direct Costs	339,741	250,000	661,484	217,962	192,971	259,700	347,860	97,300	1,542,056	824,962	93%
8. Indirect Support Costs (Max. 7%)	23,782	-	46,304	-	13,508	-	24,350	-	107,944	-	7%
TOTAL Costs	363,523	250,000	707,788	217,962	206,479	259,700	372,210	97,300	1,650,000	824,962	100%

SUMMARY BY OUTCOME

OUTCOME/PILLAR	UNDP	UN Women	UNICEF	PAHO	TOTAL USD
	Spotlight (USD)	Spotlight (USD)	Spotlight (USD)	Spotlight (USD)	Spotlight (USD)
OUTCOME 1	13,299	-	59,571	-	72,870
OUTCOME 2	94,769	15,000	-	-	109,769
OUTCOME 3	-	238,250	129,000	-	367,250
OUTCOME 4	-	5,000	-	343,060	348,060
OUTCOME 5	192,724	-	-	-	192,724
OUTCOME 6	10,000	137,188	-	-	147,188
TOTAL PROGRAMME OUTCOME COSTS	310,792	395,438	188,571	343,060	1,237,861
PROGRAMME MANAGEMENT COSTS	28,949	148,564	4,400	4,800	186,713
RCO (without COMMs)	-	-	-	-	-
EVALUATION and COMMs	-	90,482	-	-	90,482
PREFUNDING	-	27,000	-	-	27,000
Total Direct Costs	339,741	661,484	192,971	347,860	1,542,056
8. Indirect Support Costs (Max. 7%)	23,782	46,304	13,508	24,350	107,944
TOTAL Costs	363,523	707,788	206,479	372,210	1,650,000

Programme OUTCOME cost	1,355,343
PMC+RCO	186,713
TOTAL	1,542,056

Table B - BUDGET by UNDG CATEGORIES and SUMMARY BY OUTCOME (Phase I: Years 1-2)
SPOTLIGHT COUNTRY PROGRAMME: GRENADA

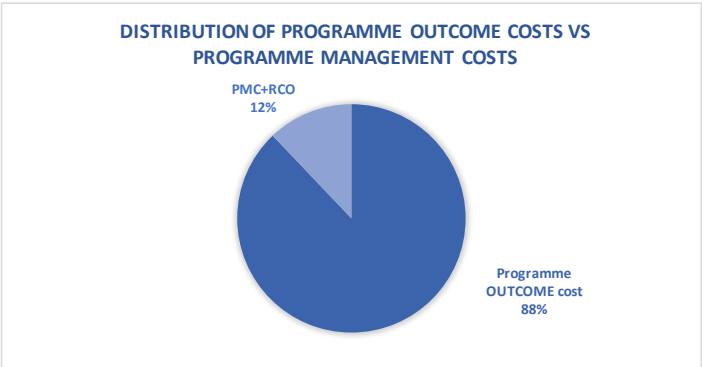
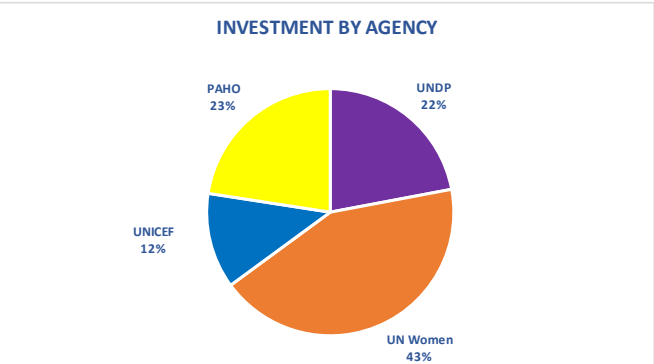
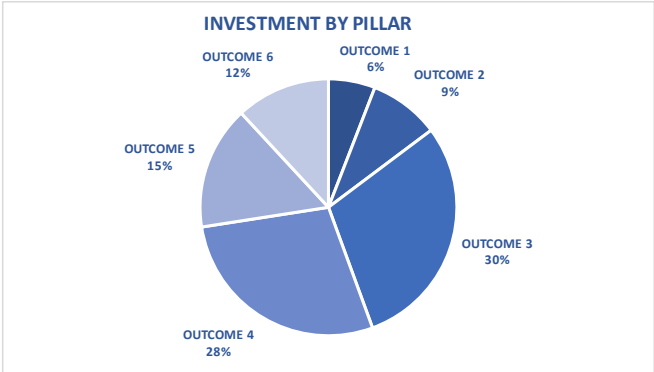


Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

SPOTLIGHT COUNTRY PROGRAMME: GRENADA														
O u t c o m e	O u t p u t	A c t i v i t y	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
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 and are in line with international HR standards and treaty bodies' recommendations														
			Activity 1.1.1: Advise on reforms to procedural law governing the conduct of legal proceedings involving vulnerable witnesses, particularly victims of intimate partner violence, sexual abuse and child abuse.											
1	1.1	1.1.1	Transfers and Grant to Counterparts	UNICEF	1.0	\$37,750	1	Lump Sum	6	37,750	27,750	10,000	Transfer to the Office of the Attorney General, where their Legal Drafters will execute this activity.	Transfer to Government/Regional Body
			Sub-Total Activity 1.1.1:							37,750	27,750	10,000		
			Activity 1.1.2: Review and adapt 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	1.0	\$9,000	1	Lump Sum	6	9,000	9,000		Transfer to the Office of the Attorney General, where their Legal Drafters will execute this activity.	Transfer to Government/Regional Body
			Sub-Total Activity 1.1.2:							9,000	9,000	0		
			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	1.0	\$12,500	1	Lump Sum	6	12,500	7,500	5,000	Transfer to the Office of the Attorney General, where their Legal Drafters will execute this activity.	Transfer to Government/Regional Body
			Sub-Total Activity 1.1.3:							12,500	7,500	5,000		
			Activity 1.1.4: Develop a concept for establishing a family court for Grenada, Carriacou and Petite Martinique.											
1	1.1	1.1.4	Transfers and Grant to Counterparts	UNICEF	1.0	\$19,755	1	Lump Sum	6	19,755	9,755	10,000	The total cost of this activity is \$26,650. US\$14,755 will be transferred to the to the Office of the Attorney General, where their Legal Drafters will commence the execution of this activity in Year II and US\$6,895 will be transferred in Year III once funds are available to facilitate the finalisation of this activity.	Transfer to Government/Regional Body
			Sub-Total Activity 1.1.4:							19,755	9,755	10,000		
			Activity 1.1.5: Increase knowledge of parliamentarians 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	1.0	\$2,466	1	Lump Sum	6	2,466	1,466	1,000	Transfer to a CSO counterpart through a competitive bidding process.	Payment/Transfer to a CSO
1	1.1	1.1.5	Travel	UNICEF	2.0	\$5,400	1	Lump Sum	5	10,800	4,100	6,700	Financing the participation one parliamentarian one senior legal adviser to an International Family Conference being held in Barbados. This budget includes their airfare from Grenada estimated at US\$500 per ticket, plus per diem for five nights at US\$425 per night.	Other
			Sub-Total Activity 1.1.5:							13,266	5,566	7,700		
			Sub-Total Output 1.1:							92,271	59,571	32,700		
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 coordinaton mechanism											
1	1.2	1.2.1	Transfers and Grant to Counterparts	UNDP	1.0	\$13,299	1	Lump Sum	6	13,299	13,299		Transfer to a Government counterpart in order for the implementation of activities related to the design of a new GEPAP.	Transfer to Government/Regional Body
			Sub-Total Activity 1.2.1:							13,299	13,299	0		
			Sub-Total Output 1.2:							13,299	13,299	0		
			Sub-Total OUTCOME 1:							105,570	72,870	32,700		
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 implementaion gaps and develop and implement relevant interventions in key institutions, ministries and CSOs, expanding to non-traditional sectors where possible, for fulfillment of their duties as assigned by policies and laws on GBV prevention and response in Grenada.											
2	2.1	2.1.1	Contractual Services	UNDP	1.0	\$10,000	1	Lump sum	4	10,000	10,000		Consultations and report on roots causes of implementation gaps in key ministries. This will include several agencies and will require different types of techinal support from police to health services for example	Payment to a Consultancy Company
2	2.1	2.1.1	Supplies, Commodities, Materials	UNDP	1.0	\$2,000	1	Lump sum	2	2,000	2,000		consultaiton materials, breaks etc	Other
2	2.1	2.1.1	Transfers and Grant to Counterparts	UNDP	1.0	\$15,000	1		6	15,000	5,000	10,000	Based on the results of the gap analysis conducted, relevant intervention	Transfer to Government/Regional Body

Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

O u t c o m e	O u t p u t	A c t i v i t y	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
			Sub-Total Activity 2.1.1:							27,000	17,000	10,000		
			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	Contractual Services	UNDP	1.0	\$400	25	Days	4	10,000	10,000		Conduct a needs assessment and based on the results design a relevant training programme	Payment to an Individual Consultant
2	2.1	2.1.2	Contractual Services	UNDP	1.0	\$400	25	Days	4	10,000	1,000	9,000	Implement training programme for the Division of Gender and Family Affairs. An additional US\$10,000 is required in Year III to complete training programme series	Payment to an Individual Consultant
2	2.1	2.1.2	Supplies, Commodities, Materials	UNDP	1.0	\$3,000	1	Lump sum	2	3,000	3,000		logistics and training materials, lunch breaks etc.	Payment to a Consultancy Company
			Sub-Total Activity 2.1.2:							23,000	14,000	9,000		
			Activity 2.1.3: Provide 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	Contractual Services	UNDP	1.0	\$400	25	Days	4	10,000	10,000		Training workshops for government, CSOs and Private sector	Payment to an Individual Consultant
2	2.1	2.1.3	Contractual Services	UNDP	1.0		1		4	0	0		Supporting priority activities under the GEPAP and National SRHR Policy	Payment to an Individual Consultant
2	2.1	2.1.3	Travel	UNDP	1.0	\$1,000	1	Lump sum	5	1,000	1,000		Within country travel across Grenada and to travel to Petit Martinique and Caricou to deliver training	Other
2	2.1	2.1.3	Supplies, Commodities, Materials	UNDP	1.0	\$400	25	Days	2	10,000	5,000	5,000	Advocacy materials, equipment, training materials, lunch breaks etc.	Payment to a Consultancy Company
			Sub-Total Activity 2.1.3:							21,000	16,000	5,000		
			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	Contractual Services	UNDP	1.0	\$400	25	Days	4	10,000	10,000	0	Adaptation and preparation of training modules and pretesting with first responders to validate training materials	Payment to an Individual Consultant
2	2.1	2.1.4	Transfers and Grant to Counterparts	UNDP	1.0	\$4,769	1	Lump sum	6	4,769	2,769	2,000	Pilot training programmes to teacher training institutions and nurses in year 3	Payment/Transfer to a CSO
			Sub-Total Activity 2.1.4:							14,769	12,769	2,000		
			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	1.0	\$5,000	1	Lump sum	6	5,000	5,000		Development of training programmes for multiple stakeholders on gender equality mainstreaming and non-discrimination	Payment/Transfer to a CSO
2	2.1	2.1.5	Transfers and Grant to Counterparts	UNDP	1.0		1	Lump sum	6	0	0		Implementation of training workshops in year 3	Payment/Transfer to a CSO
2	2.1	2.1.5	Supplies, Commodities, Materials	UNDP	1.0		1	Lump sum	2	0	0		Training materials, lunch, breaks etc - implementation in year 3	Other
			Sub-Total Activity 2.1.5:							5,000	5,000	0		
			Sub-Total Output 2.1:							90,769	64,769	26,000		
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	1.0	\$2,000	1	Lump sum	6	2,000	2,000		Consultations on the development of the National Gender Equality Commission. This will expand and strengthen the Gender Equality Management System, in accordance with the GEPAP	Transfer to Government/Regional Body
2	2.2	2.2.1	Supplies, Commodities, Materials	UNDP	1.0	\$1,000	1	Lump sum	2	1,000	1,000		Workshop materials, lunch etc	Other
			Sub-Total Activity 2.2.1:							3,000	3,000	0		
			Activity 2.2.2: Strengthen coordination between line ministries through the development and implementation of integrated reporting mechanisms across relevant ministries for ensuring accountability, information and resource sharing and monitoring of first responder agencies on VAWG related family violence, with a focus on intimate partner violence and child sexual abuse											
2	2.2	2.2.2	Contractual Services	UNDP	1.0	\$525	28	Days	4	14,700	12,000	2,700	Consultant to provide technical support for the development of integrated reporting mechanisms	Payment to an Individual Consultant
2	2.2	2.2.2	Contractual Services	UNDP	1.0	\$7,700	1	Lump sum	4	7,700	5,000	2,700	Test and implement the reporting mechanism over 2 week period. Consultant to be paid for this as a clear standalone deliverable in one lump sum	Payment to an Individual Consultant
			Sub-Total Activity 2.2.2:							22,400	17,000	5,400		
			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	1.0	\$500	10	Days	4	5,000	5,000		Consultant to support the review of subnational coordination mechanisms and develop a plan to strengthen the same	Payment to an Individual Consultant

Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

O u t c o m e	O u t p u t	A c t i v i t y	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
2	2.2	2.2.3	Transfers and Grant to Counterparts	UNDP	1.0	\$5,000	1	Lump sum	6	5,000	5,000		Government to implement plan for strengthening sub-national coordination mechanisms. Funding will support government implementation including for the procurement of local consultants, holding of capacity building workshops and testing the newly developed mechanisms	Transfer to Government/Regional Body
			Sub-Total Activity 2.2.3:							10,000	10,000	0		
			Sub-Total Output 2.2:							35,400	30,000	5,400		
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	1.0	\$10,000	1	Lump sum	4	10,000	10,000		Consultant to develop and implement training on gender responsive budgeting to multiple stakeholders	Payment to an Individual Consultant
2	2.3	2.3.1	Contractual Services	UNWOMEN	1.0	\$5,000	1	Lump sum	4	5,000	5,000		Consultant to support the piloting of gender budgeting throughout the MoSD	Payment to an Individual Consultant
			Sub-Total Activity 2.3.1:							15,000	15,000	0		
			Sub-Total Output 2.3:							15,000	15,000	0		
			Sub-Total OUTCOME 2:							141,169	109,769	31,400		
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	1.0	\$19,500	1	Lumpsum	6	19,500	5,500	14,000	Transfer to government to support principals and technical training and school planning workshops	Transfer to Government/Regional Body
3	3.1	3.1.1	Transfers and Grant to Counterparts	UNICEF	4.0	\$12,000	1	Lumpsum	6	48,000	38,000	10,000	Transfer to CSOs through a competitive process to provide Technical Support for leadership training and mentorships for students councils, mini-grants to school clubs/student councils in secondary schools to implement violence prevention programme	Payment/Transfer to a CSO
			Sub-Total Activity 3.1.1:							67,500	43,500	24,000		
			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	2.0	\$22,500	1	Lumpsum	6	45,000	45,000		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 a CSO
3	3.1	3.1.2	Contractual Services	UNWOMEN	1.0	\$350	60	Days	4	21,000	7,000	14,000	Contract Master Trainer to support NGOs with Training of Trainers and overall 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 to be initiated much more quickly but also to meet certain standards. The Trainer then trains facilitators and provides support/back-up to facilitators who deliver the training directly to beneficiaries. round.	Payment to an Individual Consultant
			Sub-Total Activity 3.1.2:							66,000	52,000	14,000		
			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	3.0	\$1,000	1	Days	6	3,000	3,000		Meetings/Workshops to develop training programme for teachers.	Transfer to Government/Regional Body
3	3.1	3.1.3	Transfers and Grant to Counterparts	UNICEF	1.0	\$20,500	1	Lumpsum	6	20,500	20,500		Transfer to Government partner to training programme for teachers to support better implementation of HFLE programme.	Transfer to Government/Regional Body
			Sub-Total Activity 3.1.3:							23,500	23,500	0		
			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	1.0	\$20,000	1	Lumpsum	6	20,000	20,000		The Foundations programme targets different audiences. This activity targets 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/Regional Body

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

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

Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

O u t c o m	O u t p u t	A c t i v i	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
3	3.3	3.3.1	Transfers and Grant to Counterparts	UNWOMEN	1.0	\$7,500	1	lumpsum	6	7,500	7,500		Transfer to government to develop, implement and monitor programme.	Transfer to Government/Regional Body
			Sub-Total Activity 3.3.1:							7,500	7,500	0		
			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	1.0	\$11,500	1	Lump sum	6	11,500	11,500		Transfer to government to develop and begin implementation of programme with private sector and trade unions.	Transfer to Government/Regional Body
3	3.3	3.3.2	Transfers and Grant to Counterparts	UNWOMEN	1.0	\$7,500	1	Lump sum	6	7,500	7,500		Transfer to government to cover consultation costs (catering venue etc)	Transfer to Government/Regional Body
			Sub-Total Activity 3.3.2:							19,000	19,000	0		
			Sub-Total Output 3.3:							26,500	26,500	0		
			Sub-Total OUTCOME 3:							518,500	367,250	151,250		
			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											
			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	PAHO	1.0	\$350	46	Days	4	16,100	16,100		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 a Consultancy Company
			Sub-Total Activity 4.1.1:							16,100	16,100	-		
			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	PAHO	1.0	\$7,414	1	lump sum	2	7,414	7,414		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	PAHO	1.0	\$450	70	Days	4	31,500	31,500		Fees for consulting team services to review and/ or develop SOP for service provision.	Payment to an Individual Consultant
4	4.1	4.1.2	Travel	PAHO	2.0	\$1,200	2	Lump Sum	5	4,800	4,800		Staff travel to support (transportation, and per diem)	Other
			Sub-Total Activity 4.1.2:							43,714	43,714	0		
			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	PAHO	1.0	\$16,000	1	Lump Sum	2	16,000	16,000		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	PAHO	1.0	\$10,500	1	Lump Sum	6	10,500	10,500		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/Regional Body
4	4.1	4.1.3	Travel	PAHO	6.3	\$1,200	1	Lump Sum	5	7,500	7,500		Staff travel (air fare, per diem and terminals)	Other
4	4.1	4.1.3	Transfers and Grant to Counterparts	PAHO	1.0	\$50,820	1	lump sum	6	50,820	50,820		Grants to Government to scale up services based on the findings of the assessment. US\$50,820 will be distributed in Year I and II, with a remaining US\$20,000 allocated in Year III.	Transfer to Government/Regional Body
4	4.1	4.1.3	Transfers and Grant to Counterparts	PAHO	1.0	\$30,000	1	Lump sum	6	30,000	30,000		Grants to CSOs to scale up services based on the findings of the assessment.	
			Sub-Total Activity 4.1.3:							114,820	114,820	0		
			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	PAHO	1.0	\$64,000	1	Lump Sum	2	64,000	64,000		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 Carriou); 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	Equipment, Vehicles, and Furnitures	PAHO	1.0	\$30,000	1	lump sum	3	30,000	30,000		Procure Medical equipment	Other
			Sub-Total Activity 4.1.4:							94,000	94,000	0		

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

SPOTLIGHT COUNTRY PROGRAMME: GRENADA														
O u t c o m e	O b j e c t i v i	A c t i v i	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)	Narrative description of budget lines	Delivery Modality (select from drop down menu)
			Sub-Total Output 4.1:							268,634	268,634	0		
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.											
4	4.2	4.2.1	Transfers and Grant to Counterparts	PAHO	1.0	\$21,000	1	Lump Sum	6	21,000	21,000		A CSO identified through a competitive process to design and roll out campaign	Payment/Transfer to a CSO
4	4.2	4.2.1	Transfers and Grant to Counterparts	PAHO	1.0	\$10,426	1	Lump Sum	6	10,426	10,426		Transfer to partner to target specific groups	Payment/Transfer to a CSO
			Sub-Total Activity 4.2.1:							31,426	31,426	0		
			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	PAHO	2.0	\$21,500	1	Lump Sum	6	43,000	43,000		A transfer two CSO partners through a competitive selection process to implement the outreach programmes and activities.	Payment/Transfer to a CSO
			Sub-Total Activity 4.2.2:							43,000	43,000	0		
			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	5.0	\$1,000	1	Days	7	5,000	5,000		Discussion spaces will take the form of face to face and virtual meetings between CSRG/CSO service providers and relevant government authorities at least bimonthly to support and provide technical guidance with key stakeholders for addressing: how to support children and adults who are victims of IPV and CA to transition from emergency/temporary shelters/homes to living independently as empowered survivors; facilitate developing the arrangements with various responsible agencies in Government to establish priority access routes.	Other
			Sub-Total Activity 4.2.3:							5,000	5,000	0		
			Activity 4.2.4:											
			Sub-Total Output 4.2:							79,426	79,426	0		
			Sub-Total OUTCOME 4:							348,060	348,060	0		
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	1	500	26	Days	4	13,000	13,000		Baseline assessment to determine VAWG data gaps	Payment to an Individual Consultant
			Sub-Total Activity 5.1.1:							13,000	13,000	0		
			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	1	500	20	Days	4	10,000	10,000		Technical support for revision of qualitative and quantitative data collection tools in key ministries	Payment to an Individual Consultant
			Sub-Total Activity 5.1.2:							10,000	10,000	0		
			Activity 5.1.3: Develop and implement training programmes 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											
5	5.1	5.1.3	Contractual Services	UNDP	1	500	20	Days	4	10,000	8,000	2,000	Develop training materials 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 an Individual Consultant
5	5.1	5.1.3	Contractual Services	UNDP	1	500	28	Days	4	14,000	14,000		Using tools developed, implement training workshops with 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 an Individual Consultant
5	5.1	5.1.3	Supplies, Commodities, Materials	UNDP	1.0	\$2,724	1	Lump Sum	2	2,724	2,724		logistics and training materials	Other
			Sub-Total Activity 5.1.3:							26,724	24,724	2,000		
			Activity 5.1.4: Develop and implement training programmes to build capacity of and collaborate with Civil SOs 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											

Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

O u t c o m	O u t p u t	A c t i v i	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
5	5.1	5.1.4	Contractual Services	UNDP	1.0	\$500	50	Days	4	25,000	25,000		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 a Consultancy Company
5	5.1	5.1.4	Contractual Services	UNDP	1.0	\$500	40	Days	4	20,000	20,000		Implementation of community based data collection interventions to begin in phase 1	Payment to a Consultancy Company
5	5.1	5.1.4	Supplies, Commodities, Materials	UNDP	1.0	\$5,000	1	Lump Sum	2	5,000	5,000		logistics, training materials	Other
			Sub-Total Activity 5.1.4:							50,000	50,000	0		
			Sub-Total Output 5.1:							99,724	97,724	2,000		
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	1	400	25	Days	4	10,000	10,000		Capacity building with CSOs and development of advocacy plans	Payment to an Individual Consultant
5	5.2	5.2.1	Transfers and Grant to Counterparts	UNDP	1	40000	1	Lump Sum	6	40,000	40,000		Implementation of 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. Begin in phase 1 and complete implementation of advocacy plans in year 3.	Payment/Transfer to a CSO
5	5.2	5.2.1	Supplies, Commodities, Materials	UNDP	1.0		1	Lump Sum	2	0	0		logistics and training materials	Other
			Sub-Total Activity 5.2.1:							50,000	50,000	0		
			Activity 5.2.2: Support the building and operationalisation of a 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											
5	5.2	5.2.2	Contractual Services	UNDP	1	500	54	Days	4	27,000	20,000	7,000	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 an Individual Consultant
5	5.2	5.2.2	Contractual Services	UNDP	1	500	40	Days	4	20,000	20,000		Capacity building with CSOs and police to operationalise monitoring system	Payment to an Individual Consultant
5	5.2	5.2.2	Supplies, Commodities, Materials	UNDP	1	5000	1	Lump Sum	2	5,000	5,000		training materials and workshop related costs	Other
			Sub-Total Output 5.2:							102,000	95,000	7,000		
			Sub-Total OUTCOME 5:							201,724	192,724	9,000		
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: Collaborate with IGDS and St Georges University to support a Knowledge Hub to provide a foundation for the development of critical gender and women's rights research, including feminist research											
6	6.1	6.1.2	Transfers and Grant to Counterparts	UNWOMEN	1.0	\$25,000	1	Lump Sum	6	25,000	25,000		Transfer to university that will host knowledge hub for the development of the platform and training tools for CSOs to learn how to use the platform	Other
			Sub-Total Activity 6.1.2:							25,000	25,000	0		
			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	1.0	\$350	60	Days	4	21,000	16,000	5,000	Contract consultant to collaborate with other funding programmes and academic institutions to develop standard monitoring tools and training on M&E and leadership and training tools for how to use tools.	Payment to an Individual Consultant
			Sub-Total Activity 6.1.3:							21,000	16,000	5,000		
			Activity 6.1.4: 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	6.1.4	Transfers and Grant to Counterparts	UNDP	1.0	\$10,000	1	Lump sum	6	10,000	10,000		Collaborate with regional CSO or academic institution to implement training workshops for CSOs.	Payment/Transfer to a CSO
			Sub-Total Activity 6.1.4:							10,000	10,000	0		

Table C- BUDGET BY OUTCOME - Phase I (year 1-2)

SPOTLIGHT COUNTRY PROGRAMME: GRENADA

O u t c o m	O u t p u t	A c t i v i	Budget Lines	RUNO	Unit quantity	Unit Cost (USD)	Duration	Time unit (Months, Days or Lump sum)	UNDG Budget Category (1-7)	Total Phase I			Narrative description of budget lines	Delivery Modality (select from drop down menu)
										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
			Activity 6.1.5: Supporting to the functioning of the CSO National Reference Group											
6	6.1	6.1.5	Travel	UNWOMEN	10.0	\$28	8	Lump sum	5	2,240	2,240		The cost of travel by Ferry to Carriacou and Petit Martinique to Grenada for National CSO Reference Group Meetings, once per quarter	Other
6	6.1	6.1.5	General Operating and Other Direct Cost	UNWOMEN	15.0	\$18	8	Lump sum	7	2,160	2,160		The costs of catering services for each of the CSO Reference Group meetings per quarter	Payment to a Consultancy Company
			Sub-Total Activity 6.1.5:							4,400	4,400	0		
			Sub-Total Output 6.1:							60,400	55,400	5,000		
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	10.0	\$3,500	1	lump sum	6	35,000	30,000	5,000	Transfer to CSOs to participate accountability processes e.g. CEDAW and CRC. Groups that lead on shadow reporting processes will be prioritised.	Payment/Transfer to a CSO
			Sub-Total Activity 6.2.1:							35,000	30,000	5,000		
			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	1.0	\$350	10	Daily	6	3,500	3,500		Consultant contracted to work with CSO and government partners to develop appropriate tools and to support testing of same.	Payment/Transfer to a CSO
6	6.2	6.2.2	Transfers and Grant to Counterparts	UNWOMEN	2.0	\$10,000	1	Lump sum	6	20,000	8,288	11,712	Costs for training (catering, venue etc)	Transfer to Government/Regional Body
			Sub-Total Activity 6.2.2:							23,500	11,788	11,712		
			Sub-Total Output 6.2:							58,500	41,788	16,712		
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	10.0	\$5,000	1	lump sum	6	50,000	50,000		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 a CSO
			Sub-Total Activity 6.3.1:							50,000	50,000	0		
			Sub-Total Output 6.3:							50,000	50,000	0		
			Sub-Total OUTCOME 6:							168,900	147,188	21,712		
			Total PROGRAMME OUTCOME COSTS:							1,483,923	1,237,861	246,062		
B. PROGRAMME MANAGEMENT COSTS (Project Office cost) Cost for all outcomes combined. Should not exceed 18% of total Programme Outcome Costs													Narrative description of budget lines	
UNDP														
N/A	N/A	N/A	Staff and Personnel	UNDP	1.0	\$200,000	1	Lump Sum	1	200,000	0	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).	
N/A	N/A	N/A	Travel	UNDP	2.0	\$1,200	1	Days	5	2,400	0	2,400	UNDP Participation in National Steering Committee Meetings (1 meeting in person per year)	
N/A	N/A	N/A	Travel	UNDP	2.0	\$1,200	1	Days	5	2,400	0	2,400	UNDP participation in relevant implementation related activities	
N/A	N/A	N/A	Supplies, Commodities, Materials	UNDP	1.0	\$4,800	1	Years	2	4,800	0	4,800	Office supplies at \$1200 per year, plus telephone charges at \$100 per month for 24 months	
N/A	N/A	N/A								0	0	0		
N/A	N/A	N/A	Staff and Personnel	UNDP	1.0	\$28,949	1	Years	1	28,949	28,949	0	30% SC Spotlight Focal point, 4 % procurement, 4% finance associate, 4% programme assistant	
			Sub-Total UNDP:							238,549	28,949	209,600		
UN WOMEN														
N/A	N/A	N/A	Staff and Personnel	UNWOMEN	1.0	\$2,588	24	months	1	62,112	62,112		Spotlight Programme Coordinator, at the SB4/2 level to support the implementation of the project.	
N/A	N/A	N/A	Staff and Personnel	UNWOMEN	1.0	\$1,500	24	months	1	36,000	36,000		Admin/Finance Clerk at the SB2/1 level to provide administrative and logistical support to the implementation of project activities	

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SPOTLIGHT COUNTRY PROGRAMME: GRENADA

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										Total Phase I (USD)	Total Spotlight Phase I (USD)	Agencies Contributions Phase I (USD)		
N/A	N/A	N/A	Staff and Personnel	UNWOMEN	1.0	\$20,000	1	Lump Sum	1	20,000	20,000		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 based staff capacities.	
N/A	C	N/A	Staff and Personnel	UNWOMEN	1.0	\$250	240	Days	1	60,000	60,000		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 based staff capacities.	
N/A	N/A	N/A	Travel	UNWOMEN	1.0	\$20,000	1	Lump Sum	5	20,000	20,000		Travel costs for the RC and UN Women participation in National Steering Committee Meetings and oversight meeting to Grenada	
N/A	P	N/A	Contractual Services	UNWOMEN	1.0	\$27,000	1	Lump Sum	4	27,000	27,000		Pre-financing of a Consultant to support the formulation of the Spotlight Country Programme	
N/A	N/A	N/A	Contractual Services	UNWOMEN	1.0	\$50,000	1	Lump Sum	4	50,000	0	50,000	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 development.	
N/A	N/A	N/A	Staff and Personnel	UNWOMEN	1.0	\$72,000	1	Lump Sum	1	72,000	0	72,000	Staff time from the Deputy Representative and the Communications Analyst	
N/A	N/A	N/A	Travel	UNWOMEN	2.0	\$60	4	Days	5	480	480		This travels the costs of purchasing air tickets from a travel agency and per diems for traveller. To facilitate CSO participation in the National Steering Committee Meeting	
N/A	N/A	N/A	General Operating and Other Direct Cost	UNWOMEN	1.0	\$2,400	2	Years	7	4,800	4,800		Office supplies per year, plus telephone charges for a period of 24 months	
N/A	N/A	N/A	General Operating and Other Direct Cost	UNWOMEN	1.0	\$5,172	1	Lumpsum	7	5,172	5,172		Procurement of laptops - 2 @ \$1200, Furniture \$2,000, Printer \$1,000,	
E	E	N/A	Contractual Services	UNWOMEN	1.0	\$15,241	1	Lump Sum	4	15,241	15,241		Midterm evaluation	
E	E	N/A	Contractual Services	UNWOMEN	1.0	\$15,241	1	Lump Sum	4	15,241	15,241		Thematic evaluation	
			Sub-Total UNWOMEN							388,046	266,046	122,000		
UNICEF														
N/A	N/A	N/A	Travel	UNICEF	6.0	\$1,200	2	Days	5	14,400	4,400	10,000	This travels the costs of purchasing air tickets from a travel agency and per diems for traveller. UNICEF Participation in National Steering Committee Meetings (1 meeting in person per year), as well staff travel for project activities which is covered by the UNICEF in-kind contribution.	
N/A	N/A	N/A	Staff and Personnel	UNICEF	1.0	\$140,000	1	Lump Sum	1	140,000	0	140,000	15% Adolescent Development Specialist, 20% Communications for Development Specialist, 2% Communications Specialist, 2%Monitoring and Evaluation Specialist, 15% Child Protection Specialist , 10% Admin Support	
			Sub-Total UNICEF:							154,400	4,400	150,000		
PAHO:														
N/A	N/A	N/A	Travel	PAHO	2.0	\$1,200	2	Days	5	4,800	4,800		This travels the costs of purchasing air tickets from a travel agency and per diems for traveller. It will cover PAHO Participation in National Steering Committee Meetings (1 meeting in person per year)	
N/A	N/A	N/A	Staff and Personnel	PAHO	1.0	\$90,300	1	Lump Sum	1	90,300	0	90,300	15% of Technical Advisors time, 20% of Country Programme Specialist Time, 8% of Administrative Support Time	
N/A	N/A	N/A	Travel	PAHO	1.0	\$7,000	1	Lump Sum	5	7,000	0	7,000	Travel costs for the monitoring of project activities	
			Sub-Total PAHO:							102,100	4,800	97,300		
TOTAL PROGRAMME MANAGEMENT COSTS										883,095	304,195	578,900		
TOTAL DIRECT PROGRAMME COSTS										2,367,018	1,542,056	824,962		
Indirect Programme Support Costs (7%)										107,944	107,944			
TOTAL COSTS										2,474,962	1,650,000	824,962		

0

RCO Budget line associated with RCO support
C All costs associated with Communication
P Prefunding