



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

Grenada

Annual Narrative Programme Report

01 January 2020 – 31 December 2020

Initiated by the European Union and the United Nations:



Programme Title & Programme Number

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

MPTF Office Project Reference Number:¹
00119131

Recipient Organization(s)

UNICEF
UNDP
UN Women
PAHO/WHO

Programme Cost (US\$)

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

Phase I Spotlight funding:² 1,650,000 USD

Agency Contribution: 824,962 USD

Spotlight Funding and Agency Contribution by Agency:

| Name of RUNO | Spotlight Phase I (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: | 2,474,962 USD | |

Priority Regions/Areas/Localities for the Programme

Grenada, Carriacou and Petite Martinique

Key Partners

UNFPA
ILO
Government of Grenada – Ministry of Social Development, Housing and Community Empowerment
Non-Governmental Organisations/Civil Society Organisations

Programme Start and End Dates

Start Date:
01.01.2020

End Date:
31.12.2022

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

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

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List of Acronyms and Abbreviations

| | |
|-----------------|--|
| CPA | Child Protection Authority |
| CPD | Country Programme Document |
| CS-NRG | Civil Society National Reference Group |
| CSO | Civil Society Organisation |
| DGFA | Division of Gender and Family Affairs |
| EUD | Delegation of the European Union (to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM) |
| EVAWG | Ending Violence Against Women and Girls |
| FV | Family Violence |
| GBV | Gender-Based Violence |
| GBVU | Gender-Based Violence Unit |
| GEPAP | Gender Equality Policy and Action Plan |
| GEWE | Gender Equality and Women's Empowerment |
| GLOWS | Grenada Ladypreneurs – Our Women Succeed |
| GOG | Government of Grenada |
| GRB | Gender Responsive Budgeting |
| GRENCODA | Grenada Community Development Agency |
| GSI | Grenada Spotlight Initiative to End Violence against Women and Girls |
| IPV | Intimate Partner Violence |
| LACC | Legal Aid and Counselling Clinic |
| MSDF | Multi-Country Sustainable Development Framework |
| MOH | Ministry of Health |
| MoSDHCE | Ministry of Social Development, Housing and Community Empowerment |
| MTA | Medium-term Agenda |
| NGM | National Gender Machinery |
| NSC | National Steering Committee |
| PAHO/WHO | Pan American Health Organisation, World Health Organisation |
| PAM | Programme for Adolescent Mothers |
| PCIU | Programme Coordination and Implementation Unit |
| PLHIV | People Living with HIV |
| RC | Resident Coordinator (United Nations) |
| RCO | Resident Coordinator's Office |
| RGPF | Royal Grenada Police Force |
| RUNOs | Recipient United Nations Organisations |
| SDG-PT | SDG Programme Team |
| SGBV | Sexual and Gender-Based Violence |
| SPO | Senior Programme Officer |
| SV | Sexual Violence |

| | |
|-----------------|--|
| SVU | Special Victims Unit |
| TCOC | Technical Coherence and Operations Committee |
| UN Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| UNDP | United Nations Development Programme |
| UNICEF | United Nations Children's Fund |
| UNST | United Nations Sub-Regional Team (for Barbados and the OECS) |
| VAW | Violence against Women |
| VAWG | Violence against Women and Girls |
| WINDREF | Windward Islands Research and Education Foundation, St George's University |

Executive Summary

The Grenada Spotlight Initiative has been making steady progress towards achieving its goal to “focus attention, coordinate human effort, and strategically utilize resources to accelerate progress towards reducing a family violence and all forms of violence against women and girls in Grenada, Carriacou, and Petite Martinique”. The programme had a tenuous start, experiencing unavoidable delays during its first eight months. However, it ended the year on a high point, set on a trajectory to make transformations that would allow it to achieve the results intended by the end of 2021 and lay the foundation for continued programming in 2022.

The highlight of the Grenada Spotlight Initiative in 2020 was its Official Launch, which took place on March 5, 2020, just a few days before COVID-19 was declared a pandemic. This major, unexpected pandemic at its doorstep immediately triggered uncertainty, delay, shifting priorities, and related challenges. Of necessity, it also resulted in re-imagining the ways of working and communicating. Despite the pandemic, however, both foundational processes and programme activities were undertaken with success. The foundational activities included engagement of partners, adjusting implementation strategies and methodologies, recruitment of programme staff and consultants, and setting up governance structures. Implementation of programme activities primarily took place in the latter half of the year, gaining momentum as the year progressed.

The mechanisms for governance, coordination and implementation of the Spotlight Initiative were largely in place by the end of 2020, allowing the programme to accelerate activities and begin to make up for lost time once the contextual situation permitted. The National Steering Committee (NSC) and the Technical Coherence and Operations Committee (TCOC) were instituted, and the Programme Coordination and Implementation Unit was established. The Civil Society National Reference Group (CS-NRG) was also formed. Further, Joint Pillar Teams co-chaired by the Technical Lead from the Recipient United Nations Organisations (RUNOs) and the Government Pillar Lead were being instituted and interagency implementation teams within Grenada became operational. These mechanisms brought the UN, Delegation of the European (EUD), government and civil society partners together on a regular basis to provide oversight, as well as to coordinate and implement the activities of the programme.

Key Results

The overall intended impact would be that all women and girls in Grenada, Carriacou and Petite Martinique, particularly those who are most vulnerable, live a life free of violence. The programme has begun to contribute towards this impact.

- Victims and survivors had access to improved services in the social response sector through the retrofitting of the home for abused women and their children, and the updating of a series of procedures and guidelines in the social response sector aimed at improving the standard of operations generally, as well as ensuring that Infection Control and Prevention Measures were employed.
- In the spirit of UN Reform, RUNOs have begun to work closer together at the technical level. Partners within Grenada were also working closer together in Implementation Teams for the Pillars. These partnerships were resulting in coordinated approaches, complementary strategies and activities, and increased knowledge sharing among professionals of varying specialties. Within Grenada, the collaboration has begun to set the stage for creating an inclusive coordinating mechanism.
- Outputs from one Pillar have begun to complement the activities and results of other Pillars, therefore, holistic responses were emerging. For example, the Situational Analysis done in Pillar 4 was contributing to the development of the national and sub-national coordinating mechanisms in Pillar 2 and the drafting of the Victims Rights Policy in Pillar 1.
- New partnerships were formed, and existing partnerships strengthened. These partnerships at various levels laid the foundation for intensifying

Pillar Specific Results and Progress

Pillar 1: An assessment of the laws of Grenada and a Desk Review to inform the development of the Victims' Rights Policy have been drafted.

Pillar 2: The groundwork for institutional strengthening has been laid as most of the foundational activities have been completed.

Pillar 3: An estimated 50,000 thousand people received GBV prevention messages through a campaign targeting parents and guardians and another campaign for the 16 Days of Activism. Many of the messages and communication products were developed by the Staff and Implementation Team.

Pillar 4: Significant progress has been made, resulting in improved access to quality essential services: a rapid assessment was done; new standard operating procedures were drafted; the Cedars Home was retrofitted and a number of guidelines and forms for the social response sector were upgraded. Further, three Civil society organisations were given small contracts to deliver services to victims and survivors.

Pillar 5: A comprehensive baseline assessment and capacity gap analysis was conducted.

Pillar 6: Three CSOs embarked on capacity development activities and small projects following award of small grants.

implementation for the remainder of the Spotlight Initiative and for continuing the efforts to end all forms of family violence especially violence against women and girls.

- The foundational and implementation processes were facilitating the empowerment of Grenadian professionals. This was especially the case within the National Gender Machinery and in civil society. The strengthening of the main actors within those institutions was expected to promote sustainability.
- The capacity of civil society organisations was being strengthened in the areas of advocacy, service delivery, educational and psycho-educational programming, engaging men and boys, and creating safe spaces.

Three significant challenges were experienced in 2020. Firstly, the time needed for administrative and operational processes within and among the RUNOs, government and civil society partners compounded the delays caused by the pandemic. Secondly, there was limited technical capacity within the country that resulted in difficulties recruiting personnel and increasing the demand for technical coherence and support. Thirdly, there were few people and organisations actively involved in ending violence against women and girls in Grenada. Therefore, this multi-faceted Programme relied on a relatively small number of national stakeholders/partners and individuals to support governance, coordination, administration and programme implementation, resulting in increased potential for burnout and competing priorities for the people involved in this area of work.

To address these challenges, the Programme created Joint Pillar Teams to bring key UN personnel, Government and CSO stakeholders together in spaces where they could share their knowledge with each other and work collaboratively to achieve the outcomes. The programme also embarked on a series of webinars to increase the knowledge of stakeholders of the Grenada Spotlight Community on the principles, theories and guidelines for the Programme and share results across Pillars. In keeping with the principle of leaving no one behind, the RUNOs also sought to identify and include CSOs that were not traditionally involved in the work on EVAWG, as well as to strengthen the capacity of those who had been traditional partners. This strategy served to expand the number of organisations and individuals involved in EVAWG, including grassroots organisations, and increase their capacity to reach all women and girls in Grenada, Carriacou and Petite Martinique as effectively as possible.

Implementing the Grenada Spotlight Initiative generated lessons that would be utilized in the further execution of the Programme and applied to other settings. These lessons were that interagency collaboration was crucial, meaningful civil society engagement was necessary, and there was a need to apply telehealth methodologies to a wide range of GBV services.

New opportunities were identified to expand the approach to capacity development beyond the traditional lens of training individuals. Supported by the Guidance on Capacity Development issued by the Spotlight Secretariat, discussion commenced on how to include changes at the

systemic and institutional levels. An opportunity also evolved concerning the notion of technical coherence and the development of a simple procedure to facilitate it in ways that would lead to an increased ability to make sustainable interventions whether through prevention, offender accountability, services to victims and survivors, or to creating and strengthening coordinating mechanisms at the national and sub-national levels.

The Grenada Spotlight Initiative developed innovative practices in its first year of implementation that have the potential to become good practices. They would be built upon in the coming year. These innovative practices included the following:

- **Engaging Government for High Level National Leadership:** Government was invited to play a major role in the design of the Programme. It then endorsed the programme and instituted a local structure to facilitate governance and implementation.
- **Meaningful participation by the Women’s Movement and Civil Society:** Once formed, the CS-NRG was invited to participate in substantive ways. In addition, the women’s movement and other CSOs were also invited to continue their participation into the implementation phase.
- **Creating structures for increased partnership, technical coherence and programme cohesion:** The programme established Joint Pillar Teams and a Grenada Spotlight Community of Learning to facilitate collaboration, knowledge sharing, technical coherence and cohesion among activities and Pillars.
- **Developing the capacity of Staff Members:** Some of the tools developed in Pillar 4 and the prevention messages developed in Pillar 3 were drafted by staff members involved in the Implementation Teams.
- **New ways of working:** RUNOs adopted virtual working platforms. This became necessary due to COVID-19, and it extended to working with partners and other stakeholders. This modality accommodated wider collaboration among stakeholders, joint interagency planning meetings and sharing of issues and challenges. It became clear that this modality required that support be provided to develop the capacity of partners to engage using virtual means. Therefore, support for this innovation would be reflected in the 2021 AWP.

Having started slowly in 2020, the programme would continue to accelerate implementation, while ensuring that acceleration does not compromise quality, technical coherence or sustainability. Therefore, the theme adopted for the implementation of the Grenada Spotlight Initiative in 2021 was *“Move Money Meaningfully”*.

Contextual Shifts and Implementation Status

The Grenada Spotlight Initiative was launched on March 5, 2020, just a few days before COVID-19 was declared a pandemic. Therefore, the COVID-19 pandemic created a significant shift in the context of the Programme. Due to the pandemic, the Government of Grenada instituted a nationwide 24-hour curfew from the end of March 2020, with gradual, partial lifting of the measures over approximately three months. This meant that only selected activities were permitted, and national priorities were shifted to a sharp focus on preventing COVID-19 infections and protecting livelihoods. Even after the initial, intense measures were lifted, limitations on activities were put into effect and the State of Emergency continued throughout the year.

For nine months of the year, there was limited activity in Grenada. The tourism and education sectors, the mainstay of the economy, suffered major decline, negatively impacting the hospitality, entertainment and transportation sectors. These shifts resulted in low levels of economic and social activity, increasing unemployment among women, especially young women, uncertainties among the population and a decline in the national revenue. Various degrees of precautionary measures to prevent and contain COVID-19 were expected to continue throughout 2021.

According to the results of the 2018 Women's Health and Life Experiences Study which was released in 2020, 29% of the women in Grenada had suffered physical and/or sexual violence by an intimate partner in her lifetime, almost one in every four women will have experienced at least one form of non-partner sexual violence in her lifetime and one in five women had been sexually abused during childhood. The current prevalence rate showed that 6.3% of the women suffered physical and/or sexual violence by an intimate partner in the twelve months preceding the Study. COVID-19 had an impact on violence against women and girls in Grenada, Carriacou and Petite Martinique. While the data management system was not yet able to produce national data, reports from the Gender Based Violence Unit (GBVU) in the Division of Gender and Family Affairs (DGFA) of the MoSDHCE indicated an intensification of the violence reported by victims, with anecdotal evidence of increased frequency of violent incidents and escalating nature of abuse. However, preliminary reports from the Royal Grenada Police Force indicated that the total number of reports in 2020 was lower than the previous year.

There was also an impact on the administration of the programme. As the lockdown came into effect in Grenada and Barbados, it forced the United Nations, government and civil society organizations to work remotely for part of the year. Within Grenada, some of the officials at the technical levels of government and civil society did not have access to employer-issued communication devices such as laptops. This limited their ability to work and communicate consistently with each other, with their team members and the Spotlight Initiative team. However, the staff members and CSO

partners who had personal equipment and internet services used them in the course of their duties, sometimes taking turns to share them with other family members.

In addition, time was needed for the UN Programme Team and partners to adjust to working from home, while dealing with schooling from home and a continuous demand to split attention between home-related duties and work-related activities. Similar to persons in the general population, the programme team members in the UN, EU, Government and CSO experienced uncertainties regarding personal safety, the health and safety of family members and friends who lived in other homes and in other countries, and limited access to goods and services to maintain the quality of life one considered normal. Some team members experienced illness and death in their families, including family members living abroad, some of which were directly COVID-19 related. Everyone was impacted by COVID-19 as the methods for handling family emergencies were also impacted by restrictions in travel and face-to-face communication. It must be noted, also, that the majority of persons on the Grenada Spotlight Team, both in Grenada and the UN, were women.

Moreover, some of the activities within the programme could not proceed in the manner that was originally planned. These were mainly the training activities, prevention activities targeting in-school populations, and monitoring and evaluation activities. Adjustments were made to respond to the new realities.

Despite the unprecedented impacts of COVID-19, the Grenada Spotlight Initiative Teams at the EU, UN, Government of Grenada and Civil Society Organisations in Grenada maintained focus on ending violence against women and girls and continued to provide direct responses. The GBVU, SVU, CPA and other providers of services to victims ensured that response services remained available during the periods of extended curfews. To do so safely, they quickly established response protocols that provided for safety of clients and staff, obtained passes from the Police for staff members who were required to travel within the country in the course of their duties, publicly announcing a cell-phone that can be accessed by clients using phone or WhatsApp messaging, and adapted to providing services using telephone and online communication. The MoSDHCE also established a helpline for psycho-social support to all, including persons affected by VAWG.

UN Agencies and the European Union collaborated to develop a COVID-19 Response Plan. The foundational activities then included adapting strategies to virtual meetings. The RUNOs introduced special arrangements to fast-track some of their processes to mobilise critical activities under the Grenada Spotlight Initiative. In a direct way, the Spotlight Initiative responded to COVID-19 by:

- Allocating approximately 14% of Pillar 5 funds to PPEs for personnel who respond to family violence.
- Supporting the preparation of a COVID-19 Response Protocol for GBV Unit staff.

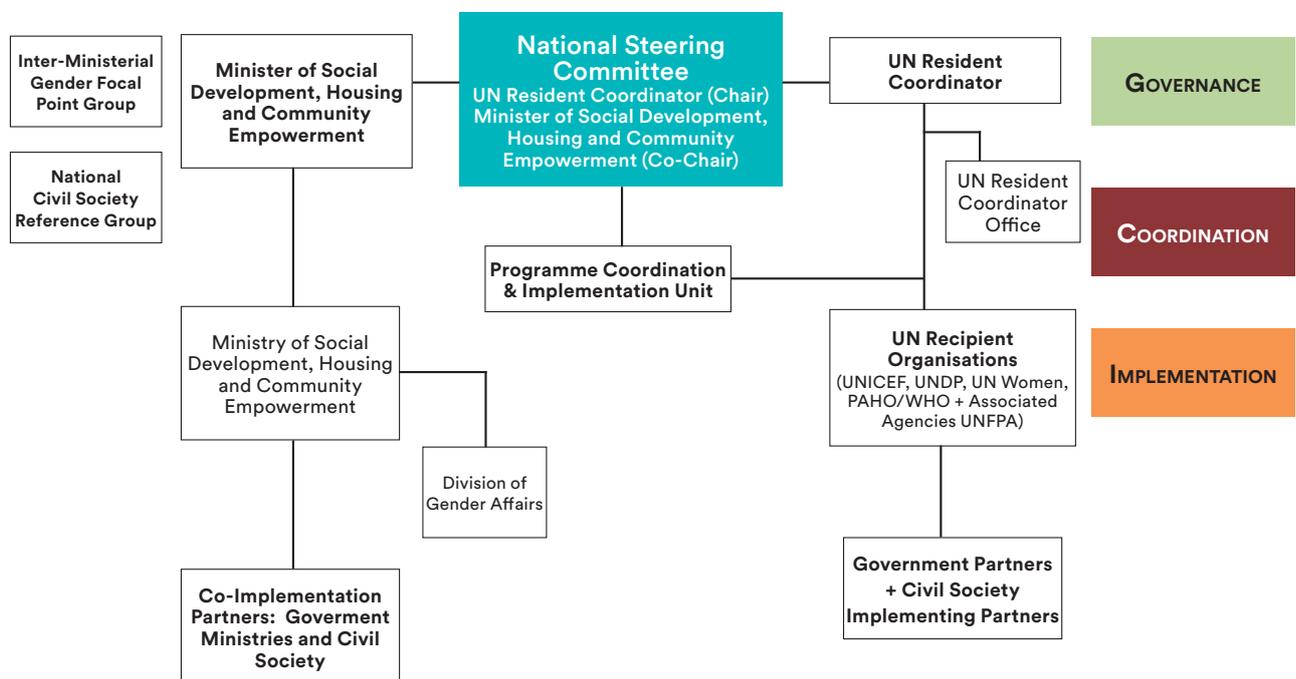
- Ensuring that retrofitting at Cedars Home for Abused Women and their Children was in accordance with, and in furtherance of, applying Infection Control and Prevention measures.
- Making funds available to the GBVU to safely house high-risk clients in rented facilities if they could not be granted entry to the communal facilities at Cedars Home during an outbreak.
- Providing small grants to CSOs to undertake activities for addressing VAWG during the pandemic. This allowed CSO partners the opportunity to resume operations more quickly and to participate in implementation of the Programme.
- Reconfirming the decision that the Programme Team, including the Communications Consultant and the M&E Consultant resided in Grenada during the period of their engagement, as site visits could not be planned. This allowed for personnel who were familiar with the population, the culture and the environment to apply this knowledge to the programme, advise the UN Teams accordingly and act within country without the expectation of regional or international travel.
- Preparing to establish a virtual training centre as the base for training responders, policy-makers, etc, and for facilitating meetings and consultations.
- Preparing to provide equipment to key programme personnel that would allow them to work and collaborate remotely should they be required to do so during curfews, etc.
- Adjusting the Annual Work Plan for 2021 to make it COVID-19 proof.

By the end of the year, Grenada had maintained control over the pandemic. At the same time, the Grenada Spotlight Initiative had been put on-track to reaching its delivery rate target and results were being achieved. Pillar 4 had the most marked results, but it was quickly followed by Pillars 1, 3 and 6. Pillars 2 and 5 also made significant strides. With progress being made and foundations laid in 2020, plans were put in place for a robust, meaningful, COVID-smart implementation in 2021.

Programme Governance and Coordination

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

Organisational Chart as shown in the Grenada Country Programme Document



The programme was implemented jointly by the Recipient UN Organisations in collaboration with the Ministry of Social Development, Housing and Community Empowerment (MoSDHCE) through its Division of Gender and Family Affairs, which coordinated government partners within Grenada. The Programme Coordination and Implementation Unit (PCIU) coordinated the mechanisms for governance and implementation. These governance and coordination structures were critical to the smooth operations and effective delivery of the Spotlight Initiative in Grenada.

a) National Steering Committee (NSC)

The National Steering Committee was formed in the last quarter of 2020. As stipulated in the Country Programme Document, the NSC was co-chaired by:

- Mr. Didier Trebucq, UN Resident Coordinator, Barbados and the Eastern Caribbean

- Hon. Delma Thomas, Minister for Social Development, Housing and Community Empowerment

The members of the Grenada NSC were:

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

The overarching responsibility of the National Steering Committee was to provide strategic guidance, fiduciary and management oversight and coordination of the Grenada Spotlight Initiative to End Violence Against Women and Girls. The main task of the National Steering Committee was 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 participatory implementation of the country programme, in alignment with the existing Gender Equality Policy 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 and 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.

During its first meeting held on November 17, 2020, the NSC approved its terms of reference and that of the Technical Coherence and Operations Committee. The NSC also received reports from each RUNO and from the newly formed PCIU. It considered and approved plans for accelerating implementation and advancing technical coherence, which included four strategies:

- Build mechanisms for governance, coordination and implementation;
- Institute systems for monitoring progress;
- Advance programme implementation;
- Achieve intended results.

The quarterly meetings of the NSC would provide a critical space for Spotlight Initiative stakeholders to connect and collaborate. All partners in the NSC – RC, EU, Government of Grenada, Civil Society and RUNOs – expressed continued commitment to the Grenada Spotlight Initiative and to ensuring accelerated delivery rates and successful implementation.

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

The Civil Society National Reference Group (CS-NRG) was launched on September 30, 2020, succeeding the Interim CS-NRG and growing in strength from then on.

The interim CS-NRG had been introduced at a consultation with civil society which was organised by the MoSDHCE during mid-2019. Persons involved in CSOs were invited to volunteer to become members, and they met separately to consider the draft Grenada Spotlight Initiative programme document and prepare for the official NRG. They also participated in further consultations and the launch of the programme.

From its inception, the official CS-NRG had an orientation meeting on September 30 and two regular monthly meetings on November 18th and December 21st. The Chairperson and Secretary of the Group, and its representatives to the TCOC and NSC, were identified.

The first call for nominations resulted in a four-member CS-NRG consisting of persons who had experience in working with female victims and survivors of violence, women's rights organisations, youth and adolescents, persons living with HIV, persons engaged in the sex industry, men and

boys affected by violence and LGBTQI. A Second Call for Nominations was issued in November and repeated in December 2020 for additional members to join the CS-NRG and ensure broader representation, including for marginalized and vulnerable groups. It was projected that, by making the CS-NRG more inclusive, the programme would better implement the principle of “leaving no one behind” as well as improve its reach, responsiveness, and accountability to rights-holders. The members of the CS-NRG assisted in the dissemination of the call to counterparts in Grenada. The call would be closed in January 2021.

Through the mechanism of the CS-NRG, representation from civil society was sought in the design and execution of programme activities. Consultations were held with the CS-NRG to consider modifications to the activities in Pillar 6. As a result, Pillar 6 would include an assessment of the existing capacities and challenges of the women’s movement and civil society to inform the capacity building strategy, and the provision of technical assistance to improve the coordination, expansion and networking efforts of the umbrella organisation. The intention would be to ensure that the 2021 activities would be most relevant at meeting the needs of the women’s movement and other CSOs in the current context, including the impacts of COVID-19.

Discussions started on the Group’s role in engaging wider civil society and ensuring visibility of the Spotlight Initiative. The NRG prepared its draft work plan which included a communication plan and an evaluation of the Programme’s implementation. However, it indicated that the workplan would be finalised after the group had expanded to give the new members an opportunity to provide input. The AWP for the programme includes a budget to support the operations of the CS-NRG.

The main challenges faced by the CS-NRG were: (1) its size, having started with only four members in 2020; and (2) members were balancing other commitments. These challenges limited their ability to be further engaged. Therefore, the Programme Team decided to issue the second Call for Nominations to mitigate these challenges. The expansion of the CS-NRG should allow more active participation in various Pillars and strengthen the group to perform its advisory and advocacy functions.

The CS-NRG held membership on the NSC and TCOC and offered invaluable insights on programme implementation, governance, coordination, and accountability. The Women’s Movement and CSOs would be represented on the Joint Pillar Teams being formed, and members would also be invited to sit on the evaluation panels for Pillar 6 activities. The CS-NRG would participate in reviewing workplans and progress reports, and in supporting work in the field through their workplan. This engagement would ensure that Spotlight Initiative activities in Grenada were reflective of the needs of women and girls across the country, including those facing multiple and intersecting forms of discrimination.

c) Inter-Agency Coordination, Technical Committees And Other Governance Mechanisms

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. Each of the Six Pillars was led by a Recipient UN Organisation (RUNO). Five of the Pillars were supported by another RUNOs, and two Pillars received further support from the Associated Agency as follows:

- Pillar 1: Legislative and Policy Frameworks: led by UNICEF and supported by UNDP
- Pillar 2: Strengthening Institutions: led by UNDP and supported by UN Women
- Pillar 3: Prevention and Social Norms: led by UN Women, and supported by UNICEF with the Associated Agency, UNFPA
- Pillar 4: Delivery of Quality, Essential Services: led by PAHO, and supported by UN Women with the Associated Agency, UNFPA
- Pillar 5: Data Availability and Capacities: led by UNDP
- Pillar 6: Supporting the Women's Movement and CSO: led by UN Women and supported by UNDP

In addition to the Pillar Lead and support roles identified above, UN Women was the Technical Coherence Lead for the entire programme. In this capacity, UN Women hosted and provided technical guidance to the Programme Coordination and Implementation Unit (PCIU), which functioned under the general supervision and guidance of the United Nations Resident Coordinator for Barbados and the Eastern Caribbean.

The PCIU supported all RUNOs in the implementation of programme components, coordinated the execution of the programme and played a key role in ensuring technical coherence between the outcomes and among the Agencies. The PCIU also coordinated communications, monitoring and evaluation efforts of the Initiative. The PCIU was established in the last quarter of 2020 with two staff members, a Programme Associate and a Programme Coordinator.

Each RUNO and Associated Agency identified an Agency Focal Point who was the Technical Lead for programme activities and the main point of contact for the Agency. The Agency Technical Leads, guided by the technical coherence lead agency, worked as One-UN to coordinate the programme during the period of the pandemic and until the Programme Coordinator was contracted. Throughout the inception and implementation periods, the Resident Coordinator facilitated and oversaw these interagency efforts. The RCO supported the Programme Coordination and Implementation Unit, which was hosted by UN Women, and provided adaptive leadership towards a joint One-UN system management approach.

In 2020, the Programme created two mechanisms to promote Inter-agency collaboration and coordination:

- a. Technical Coherence and Operations Committee
- b. Joint Pillar Teams

Technical Coherence and Operations Committee

The members of the Technical Coherence and Operations Committee were the Spotlight Technical Leads from each RUNO, their counterpart Pillar Leads from the Government of Grenada, two CS-NRG representatives, a representative from the UN Associated Agency and the RCO. The European Union accepted an invitation to become a member of the TCOC from 2021. The TCOC was Co-chaired by the Representative of UN Women MCO-Caribbean and the Permanent Secretary, MoSDHCE. Meetings were held monthly, as it was deemed necessary to hold meetings frequently to monitor progress with the aim of accelerating delivery, advancing effectiveness of activities implemented and fostering cohesiveness.

The TCOC provided a space for receiving detailed updates among Pillars, identifying ways in which the activities from one Pillar could complement each other, identifying shared bottlenecks and discussing solutions. In the two meetings held in 2020, the emphasis was on developing strategies to start and accelerate delivery. Targets were agreed upon, with the theme “move money meaningfully”. The TCOC also discussed strategies for preparing the reports and annual work plan within quarter one of 2021, based on the guidelines provided by the Spotlight Secretariat.

Joint Pillar Teams

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

The Joint Team for Pillar 1 met in December 2020 to discuss the activities of that Pillar. Through this meeting, it devised a new strategy to achieve one of the outputs given that COVID-19 restrictions had adversely affected implementation. The original activity was to invite selected Parliamentarians to attend a scheduled International Conference. Instead, an online conference for all parliamentarians would be held and advocates/influencers invited to attend.

d) Spotlight Communities of Learning

The Grenada programme also participated in the Spotlight Communities of Learning within the Caribbean and the Programme Coordinator would be a member of the Technical Committee

for the Regional Spotlight Initiative. The Grenada Spotlight Initiative was part of the Caribbean Regional Investment Plan. therefore, it was crucial that the Programmes in the Region engage with each other for joint action and support. Participation in these activities helped to create synergies among the Spotlight Programmes in the Region, share strategies and develop solutions to similar problems.

e) Programme Coordination and Implementation Unit (PCIU)

The Programme Coordination and Implementation Unit (PCIU) coordinated partnerships among the various agencies with technical guidance from UN Women in its capacity as lead technical coherence agency, and under the overall supervision and guidance of the United Nations Resident Coordinator for Barbados and the Eastern Caribbean. The PCIU was established in the last quarter of 2020. The Programme Associate, Adisa Charles, was appointed on October 8, followed by the appointment of Elaine Henry-McQueen as the Programme Coordinator on November 9. The PCIU was located in Grenada, but staff operated remotely due to the pandemic.

The main role of the PCIU was to coordinate the execution of the programme and play a key role in ensuring coherence between outcomes, coordination among the agencies responsible for implementing several activities, and monitoring the Initiative. The PCIU also coordinated communication and monitoring & evaluation efforts concerning the Initiative.

Having been established almost nine months after the official start of the Programme, the work of the PCIU was centred on establishing and/or strengthening the governance mechanisms, understanding and building on the cohesion among the Agencies, Pillars and main Partners, as well as beginning to establish relationships with implementing partners and with other partners, such as the Spotlight Secretariat and the Communities of Learning. In 2020, the results of the coordination activities by the PCIU in relation to the governance of the programme were:

- Establishing the National Steering Committee
- Regularising the Technical Coherence and Operations Committee
- Regularising and expanding the Civil Society National Reference Group
- Providing technical support to the MoSDHCE in its role as the main Government counterpart to the Programme.
- Facilitating collaboration among RUNOs in the spirit of UN Reform.

The Unit also engaged the RUNOs and Associate Agency in identifying challenges and developing a plan, with clear targets for accelerating delivery. The central target adopted for this plan was “Move Money Meaningfully”.

Programme Partnerships

Government

The Government of Grenada had endorsed the Spotlight Initiative in 2019 and approved its implementation in Grenada. The decisions were taken at the highest level, by the Cabinet of Ministers, which assigned the Minister for Social Development, Housing and Community Empowerment as the Minister responsible for the Grenada Spotlight Initiative. This Minister was selected because of her mandate for gender equality and empowerment of women, as the Ministry of Social Development, Housing and Community Empowerment included the DGFA, which was the NGM. The DGFA was selected to lead implementation of the Programme. The Minister for Social Development brought the Programme to the attention of the Parliament, ensuring that the national estimates of revenue and expenditure made provision for the receipt and allocation of funding for the activities of the Initiative in the Ministry's budget and plan for 2021.

Grenada's first engagement on the possibility of Spotlight was through dialogue between the MoSDHCE and UN Women regarding technical and financial support. The Cabinet had approved the formation of an Inter-Ministerial Council of Gender Focal Points, identified EVAWG as a priority in its medium-term agenda, commissioned a technical working group to identify gaps in responding to VAWG, and established the Special Victims Unit in the Royal Grenada Police Force. Therefore, the DGFA/MoSDHCE was seeking UN Women's support for strengthening the Gender Focal Points to facilitate gender mainstreaming and for expanding work to end VAWG.

The partnership with the Government of Grenada was solidified at the start of the design phase in 2019, when the RC advised that Grenada had been selected as a Spotlight Country and invited the MoSDHCE to organise a consultation to start the design of the country programme. The DGFA was tasked to lead the consultative process and it worked closely with the RCO, UN Agencies and the assigned consultants to organise consultations with various sectors and a high-level dialogue with selected Ministers of Government; initiate the formation of the interim NRG, review draft Country Programme Documents and advise the Permanent Secretary and Minister accordingly.

In 2020, the DGFA led coordination of the Planning Meeting held in January and the Launch held in March. The Planning Meeting was held to bring the RCO, RUNOs and key stakeholders from Government and civil society in Grenada together to discuss the implementation of the activities identified in the approved Annual Work Plan. The partners present were grouped by Pillar to discuss strategies and detailed plans for implementation. This face-to-face activity was the start of the Implementation Teams for each Pillar, also referred to as working groups.

The Prime Minister of Grenada participated in the Launch of the Spotlight Initiative. In his address, he highlighted the Government's commitment to ending violence against women and girls as it was a prominent issue during citizen engagements and services at the constituency levels. He

underscored the inter-relationships between VAWG, economic dependence and the broader issue of gender inequality.

The Government of Grenada took practical steps to demonstrate its commitment and ensure that there was national capacity for implementing the Spotlight Initiative. It developed and/or assigned mechanisms to facilitate local coordination and cohesiveness:

- High Level Dialogue – The Cabinet selected nine Ministers and the Attorney General to participate in high level dialogues on the Spotlight Initiative.
- Technical Committee – comprised of the Permanent Secretary and the Pillar Leads appointed by the Cabinet for Pillars 1 to 5.
- Implementation Teams – comprised of the Pillar Lead and key stakeholders for each of the Pillars 1 to 5.
- Inter-Ministerial Council of Gender Focal Points – comprised of the Gender Focal Points and Alternates from all Government Ministries and selected Statutory Bodies.

During the final consultations on the Draft CPD, Cabinet selected Ministers of specific Ministries to participate in a high-level dialogue. While this was not established as a permanent structure, it laid the foundation for inter-ministerial interaction among policy makers and legislators. The selected Ministers were:

- Minister for Social Development, Housing and Community Empowerment (Lead Minister)
- Minister for Education, Human Resource Development, Religious Affairs and Information
- Minister for Legal Affairs, Carriacou & Petite Martinique Affairs and Local Government
- Minister with responsibility for Youth Development
- Minister for Health, Social Security & International Business
- Prime Minister and Minister for National Security and Finance
- Minister for Foreign Affairs & Labour
- Minister for Trade, Industry, Co-operatives and CARICOM Affairs
- Minister with Responsibility for Disaster Management and Information

These Ministers, along with the Attorney General, the Commissioner of Police and the Chief Magistrate, could be invited to engage in continued inter-ministerial dialogues at critical junctures, such as to undertake reviews of the Programme, facilitate the policy and legislative agenda and to promote joint action.

Throughout the year, there was consistent engagement with the Ministry of Social Development, Housing and Community Empowerment, as the strategic partner on the programme. The Minister co-chaired the NSC and the PS co-chaired the Technical Coherence and Operations Committee within the Spotlight Initiative. The DGFA had been a strong advocate of the programme and its objectives, The Head of the Division, the SPO, was assigned responsibility for technical coherence and programme management locally. Agreements were reached by UNDP and PAHO with the MoSDHCE for the implementation of government-led activities in Pillars 2 and 4 respectively. An agreement was being developed between UN Women and the MoSDHCE to scale-up community-based work on prevention, and to facilitate arrangements with service providers and various bodies to respond to the needs of victims and survivors of family violence. In addition, UNICEF was engaged with the Ministry in delivering a Parenting Education campaign.

Several other Ministries had a direct role to play in the programme of the Grenada Spotlight Initiative, coordinated by or in strong collaboration with the MoSDHCE.

- The Ministry of Legal Affairs served as the lead partner for the Programme under Pillar 1. Government appointed a Senior Legal Counsel, to be the Lead for that Pillar. The Ministry of Legal Affairs and the Attorney General were responsible for providing timely legal advice to government and statutory bodies, providing the most efficient and effective legal representation for the government in national and international matters, and for drafting legislation. Consequently, this partnership was instructive for ensuring ongoing reform of relevant laws to serve as a norm of conduct for citizens, act as guidance of acceptable behaviour and ensure equality and parity in communities. Policy development around the prevention and response to GBV was guided by the MoSDHCE and would inform the legislative reform vision.
- The Ministry of Education was projected to be a partner for the prevention activities in Pillar 3 that target education professionals and in-school children and youth. However, the disruptions caused by responses to COVID-19 created significant uncertainty in 2020.
- The Ministry of Finance was selected to be the main partner for Pillar 5, through the Central Statistical Office which was a Division of that Ministry. In addition, the Policy Unit and Budget Divisions were identified to partner on the Pillar 2 activity to introduce gender responsive budgeting to the Ministries of Health and Social Development.
- The Ministry of Youth had been partnering on the prevention programmes, especially those targeting out-of-school youth and community influencers.
- The Ministry of Health was a partner in service delivery and had a critical role in the application of the Essential Services Package.
- The Ministry of National Security and the Royal Grenada Police Force would also have a critical role in the application of the Essential Services Package.

A Technical Committee was developed specifically for the Spotlight Initiative. It met several times in 2020 to coordinate implementation strategies, identify and address gaps, develop recommendations and facilitate technical coherence locally. The Committee was chaired by the Permanent Secretary for Social Development, and coordinated by Division of Gender and Family Affairs, which was the National Gender Machinery. The members of the Technical Committee were the GOG Pillar leads for each Pillar, as follows:

- Pillar 1 – Lisa Telesford, Senior Legal Council, Attorney General’s Chambers
- Pillar 2 – Formerly Elaine Henry-McQueen, succeeded by Feona Sandy, Senior Programme Officer, Gender and Family Affairs, DGFA, MoSDHCE
- Pillar 3 – Jacqueline Pascal, Coordinator, Committee for the Prevention of Child Sexual Abuse, MoSDHCE
- Pillar 4 – Nicole Neva Pitt, GBV Programme Officer, GBV Unit, DGFA, MoSDHCE
- Pillar 5 – Halim Brizan, Director of Statistics, Central Statistical Office

An Implementation Team was established for each of Pillars 1 to 5, led by the Pillar Lead and comprised of key stakeholders from various Ministries and Departments within Grenada. Meetings were held to discuss and implement specific local activities undertaken by the Government, such as: recruitment of the Spotlight Legal Adviser under Pillar 1; mobilising participation in consultations on the situational analysis and drafting the Procedural Manual for Cedars Home and Intake Forms for the GBV Unit in Pillar 4; planning the parenting campaign in Pillar 3; reviewing the terms of reference for the baseline assessment in Pillar 5; and reviewing the Letter of Agreement for Pillar 2. The Implementation Teams also reviewed deliverables and made recommendations to the RUNOs, consultants and the Permanent Secretary.

The Government also identified the Inter-Ministerial Council of Gender Focal Points to serve as the Government Reference Group in the governance and coordination of the Programme. This Council was established in 2017 with a mandate to advocate for and facilitate gender mainstreaming in the whole-of-government. Unfortunately, however, since implementation started, the Council had not commenced its work as a reference group. This was partly due to the impact of COVID-19 restrictions; a reshuffle of Cabinet which resulted in a realignment of Ministries and consequent adjustments to the list of Gender Focal Points; and a change in the holders of the posts who chair the Council as well as one of the deputy chairpersons. This gap would be addressed in 2021 by engaging the Chairperson to hold periodic meetings of the Council and by increasing consultation with the Gender Focal Points on technical outputs.

The strong relationship between the Spotlight Initiative and the Government of Grenada would be critical for mainstreaming and expanding national ownership for the elimination of violence against women and girls and advancing gender equality and women’s empowerment. It would also set the stage for sustainability of the programme interventions and results.

Civil Society

The Spotlight Initiative Programme engaged and partnered directly with seven (7) civil society organizations in 2020. National NGOs, local/grassroots organisations, CSOs representing specific groups and academic institutions were engaged. Their engagement ensured that the programme remained grounded in the realities in the communities, and became more responsive to the needs of rights holders and advocates. It also offered the opportunity to create or expand services to a wider range of beneficiaries.

Two partnerships were entered into with the Grenada Community Development Agency (GRENCODA), the parent company of the Legal Aid and Counselling Clinic (LACC). LACC works at the national level offering services including legal representation, public education, advocacy, legal research and counselling, especially for gender-based and family violence. Their deliverables would contribute to the outcome in Pillars 3 and 4.

Under COVID-19 response Call for Proposals, the small-grant funding process was utilized for Pillar 6. Unlike the requirements for an implementing or a responsible partner, a risk capacity assessment was not required. This meant that the extensive requirements for those types of partners were not included in this funding modality, and it was geared towards grassroots organisations. Through this process, small grants were provided to three CSOs: (1) the Beaton, Laura, La Femme and Bailles Bacolet (BLLB) Community Development Organisation, supporting the rights of children in those communities; (2) the Grenada Education and Development Programme (GRENED), which focused on social development of families and local communities for national sustainability; and (3) GrenCHAP, whose mandate was to empower marginalized populations such as LGBTQ people and sex workers through rights-based advocacy, and increase access to information and health care services.

Based on a simplified partner selection process, transparency in cost analysis of proposals submitted by CSO partners and to build on partner engagement on related work defining the essential services for victims under Pillar 4, WINDREF, an educational institution, was selected to support the development of Grenada's GBV Victims' Rights Policy.

Civil society organisations were also contracted to deliver direct services to victims and survivors under Pillar 4. The LACC would deliver legal services, the Sweetwater Foundation would deliver psychological support services and the Grenada Ladypreneurs - Our Women Succeed (GLOWS) would pilot services to expand economic empowerment for survivors.

Among the CSOs engaged, two had not traditionally been involved in the work on EVAWG, WINDREF and GLOWS, but had the necessary expertise to support the areas for which they had been engaged.

In order to promote meaningful CSO engagement, four strategies had been employed:

- i. Ensuring their participation in the design phase;

- ii. One RUNO held a meeting with known potential applicants to introduce them to the opportunities to apply for funding;
- iii. Conducting market research to develop a list of civil society organizations that could be directly invited to apply;
- iv. Utilising simplified application processes for the COVID-19 response and small grants.

The Programme became concerned that systemic, administrative and operational challenges faced by the women's movement had prevented the national umbrella organization and its members from full participation as implementing partners thus far. Having consulted with the CS-NRG, the leadership of the umbrella women's organisation, and other civil society organisations, the Programme would develop recommendations that the RUNOs could apply to ensure that the women's rights organisations at the heart of the women's movement was not left behind.

European Union

The Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM (EUD) was a critical development partner for the Programme, beyond the traditional donor-recipient relationship. The Resident Coordinator held frequent dialogue with the EUD. Valuable feedback was received, including inputs to the Programme's COVID-19 Response Plan.

The EUD participated in the Launch of the Spotlight Initiative in Grenada on March 5, 2020, through Ambassador, Her Excellency Daniela Tramacere, who was accompanied by other senior team members. The Ambassador delivered remarks at both the Press Conference and Official Ceremony, and participated in the Ceremonial Signing of the CPD.

The EUD was a member of the National Steering Committee for the Grenada Spotlight Initiative, and through this mechanism, had a decision-making role. During the first and only meeting of the NSC, held in November 2020, the EUD was represented and participated fully. The EUD had also accepted an invitation to become a member of the TCOC.

Through this partnership, the Spotlight Initiative in Grenada was able to leverage the collective expertise and resources of both the UN and the EU to inform higher-quality programming.

Cooperation with other UN Agencies

The Grenada Spotlight Initiative had four RUNOs and one Associated Agency. The RUNOs were PAHO/WHO, UNDP, UNICEF and UN Women. The UNFPA was the Associated Agency. UN Women was the Technical Coherence Lead. These Agencies worked together to deliver activities and support Grenada towards the goal of ending violence against women and girls. In addition,

these Agencies supported the RC to create a One-UN approach to helping Grenada address its development challenges. The mechanisms used include the SDG Programme Team (SDG-PT), and the Multi-Country Sustainable Development Framework (MSDF).

The SDG Programme Team (SDG-PT) was the main strategic programmatic coordination structure of the United Nations Sub-Regional Team (UNST). The RCO was the Chair of the SDG-PT and the Spotlight programme was featured on the agenda for the interagency discussions and feedback throughout 2020. Additionally, Agency-specific meetings were convened under the technical leadership of UN Women. Once the M&E consultancy position was filled, a more robust quarterly programme review process would be instituted. The quarterly review would be coordinated by the Resident Coordinator's Office, with support from UN women.

The United Nations Multi-Country Sustainable Development Framework (MSDF) currently in place was for the period 2017-2021. A new MSDF was being prepared, under the aegis of the Regional Steering Committee made up of RCs and agency representatives. It was expected that the Spotlight Programme Team would participate in the consultation phase.

RUNOs adopted virtual working platforms, which had become necessary due to COVID-19, and this extended to working with the partners and other stakeholders. This modality accommodated wider collaboration among stakeholders, joint/interagency planning meetings and sharing on issues and challenges. The frequency and clarity of these exchanges allowed for new and innovative interventions, even in the context of the current pandemic.

The Associated Agency was also directly involved in programme delivery. The UNFPA co-leads selected activities in Pillars 3 and 4, and therefore would be a member of the Joint Pillar Teams for these Pillars. It was also a member of the TCOC. UNFPA's participation highlighted the potential for using comprehensive sexuality education within the parenting education programme and the Health and family Life Education programmes to add to the repertoire of strategies for prevention of VAWG and advancement of GEWE in Grenada.

Other Partners

A partnership was being explored with another programme/project which also had activities and outputs to advance gender responsive budgeting (GRB) in Grenada. The other project was entitled "Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean" (EnGenDER), a joint programme in which the activities on GRB were led by UN Women. A strategy was being discussed to allow the two projects to engage in complementary activities and avoid duplication of efforts and outputs. This would be explored further in 2021.

Another partnership being explored was related to potential linkages between data collection and analysis system to be developed in Pillar 5 and the CariSECURE project. The project CariSECURE - Strengthening Evidence Based Decision Making for Citizen Security in the Caribbean, was made

possible by the United States Agency for International Development (USAID) and was being implemented under the technical leadership of UNDP. One of its outcomes was expected to be the development of a system to collect, analyse and report on crime in Grenada, among other countries. If this partnership were to materialise, the entities that produce administrative data would enter the raw data in one platform, instead of two, but the system would generate reports that include VAWG data. This would make the system less labour intensive for the data producers.

Results

The broad aim for the Grenada Spotlight Initiative was 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. To achieve this, the processes at the foundational and implementation stages were considered as requiring as much attention as the specific results and deliverables identified under the project. Those processes were crucial at laying the framework for expanding partnerships, strengthening the system and preparing for sustainability of impact.

The overall impact would be that all women and girls in Grenada, Carriacou and Petite Martinique, particularly those who were most vulnerable, live a life free of violence. Therefore, the Spotlight Initiative created space for investing time and effort to expand and sustain the work to end violence against women and girls. The programme began to contribute towards this impact in six main ways.

- i. Victims and survivors had access to improved services in the social response sector. The shelter for abused women and their children was retrofitted, ensuring that Infection Control and Prevention measures were employed. In addition, a series of procedures and guidelines in the social response sector were revised with the aim of improving the standard of operations.
- ii. In the spirit of UN Reform, RUNOs had begun to work closer together at the technical level. In addition, partners within Grenada were also working closer together in Implementation Teams for the Pillars. These partnerships were resulting in coordinated approaches, complementary strategies and activities, and increased knowledge sharing among professionals of different specialties. Within Grenada, this closer collaboration had begun to set the stage for creating an inclusive coordinating mechanism. Through the RUNO meetings and other informal dialogue, the Spotlight Focal Points learned of what the other RUNOs had been doing and how their portfolios could contribute to EVAWG in Grenada, and they explored how to complement each other's work. For example, UNICEF (a RUNO) and UNFPA (the Associated Agency) were working closely to plan, problem solve and implement activities to build capacity of teachers for piloting better implementation of the Health and Family Life Education curriculum in Grenada.
- iii. Holistic responses were emerging, as outputs from one Pillar had begun to complement the activities and results of other Pillars. For example, the Situational Analysis done in Pillar 4 was contributing to the development of the national and sub-national coordinating

mechanisms in Pillar 2 and the drafting of the Victims Rights Policy in Pillar 1. Together, the results would contribute towards the overall impact of the programme.

iv. New partnerships had been formed and existing partnerships had been strengthened through the Spotlight Initiative Programme in Grenada, such as:

- Partnerships between the UN and the National Gender Machinery had been strengthened.
- New partnerships had been formed between the Ministry of Legal Affairs and UNICEF.
- Partnerships were also developing between government agencies and civil society partners.
- Spotlight Focal Points at RUNOs were working closely with various Grenada Pillar Leads in the spirit of UN Reform.
- Government Officials from different programmes and Ministries were communicating with each other more frequently on issues related to family violence.
- Joint Pillar Teams were being created and/or expanded and this would facilitate greater cohesion across programme stakeholders in Grenada.

These partnerships at various levels were resulting in greater coordination of delivery and improved reach in Grenada, laying the foundation for intensifying implementation for the remainder of the Spotlight Initiative and for sustaining the efforts to end all forms of family violence, especially violence against women and girls in Grenada, Carriacou and Petite Martinique.

v. The foundational processes was facilitating the empowerment of Grenadian professionals through increasing their levels of responsibility within EAWG and in project management. As a result, the professionals had the opportunity to amplify their voices in ongoing national actions, especially in responding to victims and survivors, and succession from one professional to another was facilitated. This was accomplished through both planned and unplanned initiatives.

- The system of Pillar Leads in Grenada propelled the GBV Programme Officer, the Director of Statistics, a Senior Legal Counsel, the Coordinator for the Prevention of Child Sexual Abuse, the Senior Programme Officer for Gender and Family Affairs and the Chairperson of the CS-NRG to be engaged in planning and leading implementation of assigned Pillars. They were growing in expertise, competence and confidence as they performed their roles.

- Through membership in Implementation Teams, other Government Officials and CSO partners in Grenada were also increasing their levels of responsibility and activity in EAWG and were being empowered as actors whose visions, creativity and expertise were contributing to changes, even while they were growing as professionals.
 - Through recruitment of Consultants and Coordinators who reside in Grenada, the capacity was being further developed. This was recommended as recruiting persons who reside within Grenada would help to build the expertise in-country to maintain activities and engagement even through travel restrictions. In addition, their familiarity with the context would contribute to the production of deliverables that were representative and applicable while facilitating local capacities for sustained work.
- vi. Under Pillar 6, civil society organisations were being strengthened in the areas of advocacy, service delivery, educational and psycho-educational programming, engaging men and boys, and creating safe spaces. A few of these organisations had received funding and support to undertake projects at the community and national levels, especially for marginalized groups. Their activities would address immediate needs, bring further awareness to VAWG and its impacts, and increase advocacy for longer term changes to social norms and behaviours, and to service delivery.

Capturing Broader Transformations Across Outcomes

The Spotlight Initiative elevated the strategic position of violence against women on the political and national agenda. Since 2018, “Strengthen interventions to combat domestic violence and child abuse” was identified by the Cabinet of Ministers as a national priority in Grenada, established in the medium-term agenda (2019-2021). In so doing, the Cabinet mandated ministries to work together as a whole of government to undertake actions. The Spotlight Initiative was enhancing this position by creating a space for Inter-ministerial collaborations to be demonstrated. The outcomes would be regarded among the success of the MTA in its entirety.

Throughout the Pillars, there was a high level of complementarity and coherence, which reduced duplication of efforts and maximized results. One example was in Pillar 4, where a rapid assessment was done to examine the institutional capacity to apply the essential services package to women and girls subject to violence. As a result of this assessment, Standard Operating Procedures were drafted to systematise and clarify responses by health, justice and policing, and social sectors. The Standard Operating Procedures would inform the training and institutional strengthening activities being planned within Pillar 2 and the data collection and management system to be developed in Pillar 5. It would also follow that the coordinating mechanism would be informed by Standard Operating Procedures for the application of the Essential Services Package. Likewise,

the National GBV Victims' Rights Policy that would be developed under Pillar 1, would take note of the Standard Operating Procedures. The complementarity among these outputs of the different Pillars would contribute to successes at the outcome and impact levels.

Under Pillar 6, the project entitled "The Silent Voices", undertaken by GrenCHAP through the small-grant funding, would seek to unmask issues of sexual and gender-based violence among the LGBTQI, PLHIV and sex worker communities. The project would build GrenCHAP's capacity to educate and provide services related to SGBV to members of the LGBTQI, sex workers and PLHIV community, thereby increasing their resilience. It was hoped that the project would have an impact on the stigma surrounding marginalised communities, and would lead to future advancements in equality and non-discrimination. The exposure to be given to this issue was expected to influence the activities of Pillar 1 for law and policy reform. The Legal Advisor had identified areas in the legislation in which gaps existed.

The retrofitting of the Cedars Home for Abused Women and their Children was another example of an outcome in one Pillar that was impacting on the services and success in other Pillars. The underlying theme or principle that affected the modifications that were made to the Cedars Home was client centred services. Therefore, clients were expected to feel more comfortable at the shelter as it would now cater to their privacy during bathroom activities, increased spaces for activities and relaxation and the application of Infection Control and Prevention Measures. The success of this activity would influence other service providers as it had shown that: (1) the cost of changes was manageable; (2) small changes could make a significant difference in the lives of clients; and (3) the client centred approach was appreciated. As a result, planning for the retrofitting of selected police and health care facilities and the GBV Unit had begun, based on the same principle of ensuring that services and spaces were client centred.

Capturing Change at Outcome Level

Spotlight Initiative in Grenada saw achievements made on both process and results in each Pillar. The most expansive results were experienced in Pillars 3 and 4. Significant work started in Pillars 1, 5 and 6, while for Pillar 2, the main results were in relation to the foundations laid. Combined, the Spotlight Initiative started delivering on its promise to bring focused attention to the issue of VAWG within the context of Family Violence, moving it into the spotlight and placing it at the centre of efforts to achieve gender equality and women's empowerment, in line with the 2030 Agenda for Sustainable Development. The following sub-sections identify the changes made in each Pillar at the Outcome Level.

Outcome 1: Legal and Policy Framework

During the reporting period, the foundational processes for enriching the enabling environment to prevent and respond to GBV were laid, with particular emphasis on strengthening the relevant capabilities in government institutions. A Legal Adviser, recruited to support the Ministry of Legal Affairs and the Office of the Attorney General, began to lead a national conversation on the gaps in the existing legislative framework.

The Legal Advisor embarked on examining the following thematic areas:

- Substantive Law
- Procedural Law
- Institutional Law (laws establishing, underpinning and/or empowering institutions working to eliminate VAWG)
- Policies

Specific gaps were identified, and the Pillar Team would be meeting with the Attorney General to consider a suite of amendments and new drafts that could be taken to Cabinet for further consideration. In addition, the results of this research would be used to sensitise Civil Society partners, Government Officials, human rights advocates and Parliamentarians, thereby building a network of support for the law and policy reform needed.

While preparing for implementation of activities to develop a model Family Court for Grenada, it was revealed that the Eastern Caribbean Supreme Court, of which Grenada was a Member Country, had already developed a Model Family Court. Therefore, the Legal Adviser, rather than conceptualise an approach for Grenada, would advise on the application of that model in Grenada.

The strategy to increase the awareness and knowledge of Parliamentarians was revised in light of the ongoing COVID-19 pandemic and would be considered in the AWP 2021. The original design was that selected parliamentarians would be provided the required funding to attend a conference that had been scheduled for 2020, and become engagement champions among the parliamentary group, equipped with knowledge and strategies in EVAWG. However, the conference was postponed due to COVID-19. During deliberations with the team for Pillar 1, which included a representative from the Women's Parliamentary Caucus, who was a sitting Senator, the strategy was redesigned. The new plan included the recruitment of a competent agency to engage with parliamentarians and key community influencers through a virtual national conference. They would also be required to offer advice, collect best practices and support parliamentarians' engagement efforts.

A CSO/Academic Institution started work on drafting the National Victims' Rights Policy. The research, based on desk review, included the recent assessment conducted for Pillar 4. This strategy avoided consultation fatigue among stakeholders and instead, built on consultations

with victims and policymakers alike to ensure that the eventual policy would assure the right to access high quality services that were victim-centred, timely, accessible, of high quality, and prioritizes victim safety, health and well-being. Additionally, an intended result of this policy was that the services would be culturally 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. Finally, an expected outcome of this policy was that victims of GBV would be aware of their rights and become empowered to demand enforcement of those rights by State actors, inclusive of health, police, justice, and social services sectors. The impact of the COVID-19 pandemic served to exacerbate the situation of GBV in Grenada and made this policy an imperative. The Policy would therefore be used to define transformative processes across the tri-island population, resulting in the delivery of services using a rights-based approach as defined in the Essential Services Package.

The process to recruit a Policy Development Coordinator began in 2020. The Coordinator would assist the National Gender Machinery in the Ministry of Social Development, Housing and Community Empowerment (MoSDHCE) to lead the revision of the action plan in the GEPAP.

Outcome 2: Institutions

Strengthening the institutions that were responsible for coordinating national responses to GBV was identified as a critical component of the Programme. Therefore, the DGFA would be strengthened to lead the work on EVAWG and GEWE. The Programme would work towards establishing a multi-sectoral National Coordinating Mechanism and four sub-national coordinating mechanisms to sustain the implementation of the Essential Services Package.

During the first year, significant preparations were made for the full and effective implementation of activities to strengthen institutions, including the coordinating mechanism for VAWG in Grenada. The main partner for this Pillar was the MoSDHCE. This Ministry houses the NGM, the DGFA, which was charged with coordinating responses to GBV against adults and also had the GBV Unit that provides direct services to victims and survivors. Focus was placed on developing the agreement with the implementing partner for Pillar 2, and a major milestone was the signature of the Letter of Agreement between the UNDP and the MoSDHCE in October 2020.

It became clear that, to effectively implement the activities within this Pillar, the DGFA itself must be strengthened by providing long-term technical assistance in the first instance. It was agreed that two coordinators would be recruited by the Ministry: one would coordinate policy development; and the other training and institutional strengthening. The Terms of Reference were developed in consultation with the working group for that Pillar and approved by the RUNO.

The working group also discussed strategies for implementation. It was decided that, to boost the NGM's capacity to deliver the intense series of training, and given the restrictions and challenges posed by the responses to COVID-19, a Virtual Training Centre would be established. Therefore, equipment and necessary facilities would be procured and set up to facilitate the training of responders, supervisors and leaders across the sectors involved in delivering the essential services package. The Training Centre would also support the NGM's coordinating function, as meetings with partners would be facilitated. It was also recognized that the legal advisor recruited under Pillar 1 would be one of the resource persons to facilitate training workshops and conduct legal review of draft policies. Further, the working group determined that the local institutions responsible for the training of nurses, teachers and police officers in Grenada should be engaged in the design and piloting of the modules, with the intention that the institutions continue delivering those modules to new recruits for those professions beyond the lifetime of the Spotlight Initiative.

Strategic discussions were held with the Pillar 2 Team on the implementation of Gender-Responsive Budgeting (GRB) within the Ministry of Social Development, Housing and Community Empowerment and the Ministry of Health, with the support of the Ministry of Finance. It was agreed that the gender budgeting activities would be led by the Policy Unit of the Ministry of Finance, supported by the Budget Division and the NGM. GRB would aim to secure resource allocation to sustain the national and sub-national coordinating mechanisms, provide services to victims, hold offenders accountable and prevent family violence. A Terms of Reference for an expert to guide the process was developed in consultation with the SPO and the Head of the Policy Unit in the Ministry of Finance. Through discussions, the Implementation Team considered the strategic use of resources, as another project within the region also aimed to provide GRB training to key sectors in Grenada. It was agreed that the projects would target different sectors, so more stakeholders could be engaged and trained in 2021.

Delays in the start of planned activities were due to different factors:

- The COVID-19 outbreak slowed the Government's ability to engage partners during the second quarter of the year.
- Time-consuming administrative processes, such as experienced in developing the Letter of Agreement.
- There were two changes of UNDP Project Coordinator, and one change of SPO for the NGM. Those positions were the RUNO and GOG Spotlight Technical Leads for Pillar 2.

Given the level of preparation and the foundation that had been laid, however, it was expected that implementation of the substantive activities would be robust and effective during 2021.

Outcome 3: Prevention and Norm Change

Family violence can be prevented. The Grenada WHLES Report (2018) showed that traditional gender norms persist in Grenada, and that there were correlations between the prevalence of IPV and certain other factors, including entering sexual unions under the age of eighteen, partner's use of controlling behaviours and inter-generational abuse. Therefore, the activities in Pillar 3 aimed at confronting specific social norms that contribute to the use and tolerance of IPV and sexual abuse.

The Ministry of Social Development, Housing and Community Empowerment launched an advocacy campaign for the 16 Days of Activism Against Gender-Based Violence (GBV) supported by funding from Pillar 3 of the Spotlight Initiative. During this campaign, a series of radio and online sessions were held.

The posters distributed via social media for the 16 Days of Activism campaign highlighted gender-based violence as a critical issue in the Grenadian society which must be addressed collectively. The theme, developed by the Pillar 3 Team for this campaign was "ORANGE YOUR WORLD: Invest in decreasing controlling behaviour – Reap its reward!" Posters were developed and shared on social media on the following sub-themes:

1. Sexual Violence was a critical issue: this series defined sexual violence, provided simple definitions of some common sexual offences, and defined consent.
2. Significant Days of the 16 Days of Activism: listed critical days in the period, and invited people to wear orange.
3. Healthy and unhealthy relationships: listing characteristics of each, as a way to help individuals assess their intimate relationships and negotiate healthier relationships.

The posters on the Facebook platform generated great interest and resulted in new clients who either sought further information or reported abuse. The target audience was 20,000. However, for both initial posting and a second boosting; a total number of 53,584 across the globe viewed the page, whilst 4,801 were engaged and the page received 124 new likes. Persons also reached out to the Division for additional information and advice on various domestic violence situations locally. On the same day that the poster on "What was Consent?" was posted, a call was received from a young woman who expressed her delight in seeing the poster and indicated that she felt empowered to now report an "inappropriate behaviour" even though the incident had happened more than 6 months earlier.

Community leaders and influencers participated in an online training session that increased their awareness on the following topics:

1. Sex versus gender: exploring our gendered identities
2. Forms of gender-based violence

3. Exploring gender biases and its impact on women's access to support
4. What were the resources available for victims of Gender-based violence?

Young women at the Programme for Adolescent Mothers and some of the fathers of their babies participated in separate psycho-educational sessions during the reporting period. These sessions were conducted by the Ministry of Social Development, in collaboration with GrenMAN – the Grenada Chapter of Caribbean Male Action Network (CariMAN), Soroptimist International Grenada and the Legal Aid and Counseling Clinic (LACC). Out of this campaign, other engagements with participants took place, with further questions from participants, and requests for support and intervention. As a result, the young men indicated that they recognised that they had sometimes practiced controlling behaviours which they had learnt from their experience of inter-generational abuse or from older men “on the blocks”. It was expected that this awareness and their new appreciation for respecting the human rights of their partners would spark healthier relationships. The young women, too, indicated that they had previously accepted traditional assumptions about women being submissive, but they expressed a willingness to expect and demand more personal autonomy and create higher standards for their relationships.

An innovative campaign was launched by the National Parenting Programme in the DGFA of the MoSDHCE to sensitise parents and guardians throughout Grenada, Carriacou and Petite Martinique. One strategy was to develop and produce simple advertisements and disseminate them on radio stations including during prime time. The second strategy was to recruit twenty bus owners and drivers to carry wraps on their buses. Care was taken to select bus owners and drivers on different bus routes throughout the country, including those reaching remote rural villages. The staff of the Parenting Unit, along with the Pillar 3 Implementation Team, prepared the basic messages, considered designs, consulted technical coherence and made recommendations to the Permanent Secretary for the release of the messages. This process allowed for institutional strengthening. It empowered the personnel in both the art of creating captivating messages and the processes for ensuring compliance with Spotlight guidelines and satisfying Agency procedures for procurement of goods and services. After the fleet of buses were wrapped, an additional bus owner approached the Ministry and offered to participate in this campaign. The bus owners and drivers entered into agreements with the MoSDHCE to keep their buses wrapped for at least six months. In addition, many of the drivers and owners expressed interest in participating in further campaigns and in receiving more information on the issue. It was estimated that at least 15,000 people throughout Grenada read at least one of the messages on the buses, heard the message on the radio or saw one of them on their social media feed.

The agreement with GRENCODA-LACC was also expected to produce programmatic interventions for out-of-school youth using the Foundations Programme (a primary prevention programme), which seeks to empower young men and young women with attitudes, skills and behaviours to prevent and address harmful norms and stereotypes that can lead to Gender-Based Violence. LACC would also be developing and implementing a community approach to the Partnership for

Peace, a Batterer Intervention Programme, which was aimed at reducing gender-based violence by increasing perpetrator accountability. It would also target the judiciary through culture-based approaches to impact their administration of justice.

There were challenges implementing activities that targeted in-school children and youth. COVID-19 caused the Ministry of Education and school authorities to turn their attention to the immediate response, such as facilitating distance education and the safe return to face-to-face schooling, thus leaving less capacity for EVAWG activities. As a result, considerations would be given to modifying those activities in the 2021 annual work plan.

Outcome 4: Quality Services

Significant transformations had been achieved in the quality of essential services provided to victims and survivors of VAW in Grenada. The overall objective of the activities planned under Pillar 4 was to improve the quality and access to essential services by women, girls and families who were victims and survivors of GBV. To achieve this, changes included the development of new Standard Operating Procedures, improved conditions and a procedural manual for residents at the Cedars Home, upgraded intake and referral forms, and enriched social care providers with additional training and support to provide services.

1. Service providers and decision makers were provided with information to improve their knowledge of the situation of the accessibility, acceptability, readiness, and quality of the essential services provided by the Gender-Based Violence (GBV) Unit in the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment (MoSDHCE), as well as the Child Protection Authority (CPA), Ministry of Health (MoH), the Special Victims Unit (SVU) in the Royal Grenada Police Force (RGPF) and the Justice sector in Grenada. This was a strategic first step to better understand the current situation of the essential services in Grenada, and therefore plan more effectively for improvements to be made.

To this end, a situational assessment was conducted, guided by the key features of the Essential Services Package (ESP). This assessment involved a comprehensive desk review, interviews and focus groups with a range of stakeholders in Grenada and Carriacou, at both policy and service provision levels, recognizing the pivotal role that these groups would ultimately play in the effective implementation of the recommendations. Victims were consulted to incorporate their views of service delivery and to highlight issues relevant to all four sectors. Additionally, site visits were undertaken at selected facilities in Grenada and Carriacou to explore the physical experience of service delivery environments, and to gather information to make informed recommendations on infrastructural and equipment needs for prioritized service locations. The draft situational analysis was shared with stakeholders, and consultations were held to receive feedback to ensure that it accurately represented the situation.

As a result, Grenada, Carriacou and Petite Martinique completed a Situational Analysis of the GBV services with clear reference to strengths, gaps, root causes and needs, providing practical and realistic recommendations for improving the provision of quality services including in emergency situations. The findings would have significant value in the future planning and implementation of GBV services, including within the context of pandemics or other emergency situations.

2. Standard Operating Procedures (SOPs) were drafted to become the framework for strengthening the Essential Services provided to women and girls who had been subject to violence. Once approved, this guiding document would harmonize the procedures for the provision of services offered by health practitioners, social service providers, law enforcement officers and justice officials. The preparation of these SOPs was another positive step for Grenada in its commitment to ending violence against women and girls. Drawing on the Situational Analysis and relying on the Essential Service Package (ESP), procedures across all the essential actions relevant to each sector were systematically developed. Notably, matrices were also developed to address the coordination between sectors and mitigate against gaps or duplication in responses.

As a result, Grenada now has new draft SOPs that offer clear procedural guidelines for stakeholders involved in the support and assistance of victims/survivors. The SOPs would improve the quality and consistency of services countrywide for victims/survivors; increase efficacy in holding offenders accountable; and standardize the response to violence against women and girls, acknowledging that this takes on even greater significance during emergency situations. Importantly, the procedures also aim to improve partnership and coordination between the essential sectors.

To further improve coordination between the sectors, a flow chart that captures referral pathways would be generated. This illustration would reflect the engagement between agencies at the local/sub-national level and would also address the role of a National Coordination Mechanism. The flow chart would be developed in 2021.

3. Over forty (40) staff members from various response entities had improved knowledge on Crisis Management. First Responders had been faced with the new realities related to the COVID-19 pandemic that include social distancing, telephone responses and other remote means of communication. As such the need for engagement on these issues had been necessary for better service delivery. Additionally, they participated in a session on Self-Care. First responders had been reporting mental and physical fatigue due to the demands of this pandemic period, hence engagement on self-care became critical.

As a result, service providers from the MoSDHCE Helpline First Responders, SVU Hotline First Responders, GBV Responders, Counsellors, Social Workers, SVU Staff, Child Protection Authority, Legal Aid and Counselling Clinic and staff from Grenada National Council for the

Disabled were better equipped to manage crisis situations whilst also ensuring they practice self-care. This would redound to more effective delivery of services to survivors of GBV.

4. The Cedars Home for Abused Women and their Children was retrofitted and equipped to continue to provide residential care services in a safe environment through procurement of sanitation supplies, PPE for symptomatic residents or when physical distancing was not feasible, and hand washing stations.

At the start of the COVID-19 pandemic it was identified that Cedars Home was not adequately prepared to implement the necessary public health measures and there was a great need for retrofitting and repairs to better serve the residents. This was an urgent need and through the Spotlight Initiative the quality of life of the residents and the services offered were greatly improved. The retrofitting focused on the installation of taps and sinks, creation of an isolation room, and the addition of a changing room and toilet so the staff could sanitise and change from the clothing worn on public buses before they entered the main residential areas of the facilities. Issues of storage and privacy were addressed, thereby demonstrating improved respect for the dignity of residents. Cedars Home was also supplied with PPEs, ensuring that staff and residents had access to the necessary protective measures in the context of the current pandemic. As a further improvement to meet the needs of residents, including their psychological well-being, the front veranda and the activity room were refurbished to make them more suitable for use by the women, their children and the staff who work with them for various activities.

During this period, guidance for COVID-19 Infection Prevention and Control in Shelters for Women and Children Survivors of Domestic and Family Violence in the Caribbean was also developed (UN Women, UNFPA and PAHO). In applying this guidance, a space was identified and was being retrofitted to serve as a temporary isolation room. It would mainly be used to isolate any resident who showed symptoms of respiratory or other health conditions, while they await the arrival of medical professionals. The isolation room could also be used if a resident was transferred to the Home on an emergency basis before her COVID-19 testing was completed. Some final touches, such as painting, would be completed in 2021.

As a result, Cedars Home was being prepared to enact all the necessary public health measures to protect staff and residents in the context of COVID-19 and the structural changes implemented created a more comfortable environment for all, which was critical for ensuring quality services for women and girls.

5. A framework was developed for the engagement of Civil Society Organization to support the scaling up of the Essential Service Package (ESP). This was facilitated through a collaborative approach with Pillar 4 Team members, particularly the Pillar Lead. Recommendations were received and market research conducted to identify possible CSOs for scaling up of services. Sweetwater Foundation was recruited to scale-up psychological services, LACC to scale-up legal assistance and GLOWS to introduce entrepreneurship development. Contracts had been

signed with the three CSOs to cover the identified areas and the services had commenced or were due to commence to support survivors of GBV.

6. The Client Intake Form used by the GBVU was updated to capture more valuable information for improved data analysis and case management. The need to capture more valuable information on the survivors of GBV was identified, and as such the client intake form was re-developed to collect data that could be used for better-informed case management and analysis. Information regarding where/how clients learnt of the services was also included, as this was expected to guide planning activities. As a result, the GBVU had access to more valuable information allowing for an improvement in effective case management and overall monitoring.
7. The form to refer clients from the GBVU to other service providers was updated to include more information that would adequately guide the recipient service provider of the client. Prior forms did not allow for this and so important information was left out. The new forms would rectify this situation. As a result, recipient service providers of the client would receive more detailed information which would improve case management and coordination of services.
8. A Procedural Manual for clients referred to Cedars Home was drafted. This Manual was developed to provide steps to ensure that all cases referred to Cedars Home were efficiently managed. After intake and assessments had been completed and the client considered and accepted that placement at Cedars would be the only or best option, the Case Manager would make use of the Manual to track the client from the point of referral to her exit from the home. The Manual also outlined follow-up procedures to be undertaken after a client had left the home. As a result, the delivery of services for all clients at Cedars Home would be more effectively managed in response to the needs identified. A structured approach had been developed to ensure that the survivors' needs would be met from admission to discharge.
9. A COVID-19 Response Protocol for GBV Unit staff was drafted to guide the GBVU in its response to cases during a lockdown situation. It clearly defined the roles of Intake Officers and Responding Officers of the Gender-Based Violence Unit. Detailed guidelines were set out for Responders and Case Managers. Contact information for frontline staff and decision-making personnel were included to facilitate access among the Team Members.

As a result, the GBVU had clear protocols to respond to cases during a pandemic which can include the introduction of public health measures such as restriction of movement and lockdowns. This would not only improve the service to survivors of GBV but also empower responders who now had clear guidelines to be applied in emergency situations within the environment of a pandemic.

Outcome 5: Data

The main goal for the activities under Pillar 5 would be the establishment of a system for collection, analysis and dissemination of national administrative data on VAWG. Therefore, the Central Statistical Office of the Government of Grenada was selected as the main partner, with the Director of Statistics as the Pillar Lead. The Central Statistical Office was Grenada's agency responsible for national data.

During 2020, activities in this Pillar were directed at facilitating COVID-19 response and commencing the baseline assessment on the data management system.

Approximately 14% of the funds allocated to Pillar 5 was reallocated for the procurement of personal protective equipment (PPEs) for responding to clients during the pandemic. The Ministry of Social Development was invited to identify and submit the PPE needs of the agencies and units that respond to IPV and CA. The Agencies and Units included the GBV Unit, the Special Victims Unit, Cedars Home for Abused Women and their Children and the Child Protection Authority. The list of supplies was approved, and preparations were made to supply them during the first quarter of 2021. The availability of the requested supplies would allow the victims and survivors to have steady access to response services during the pandemic, and would allow service providers to deliver those services safely.

During the reporting period, discussions and agreements with the main partner for Pillar 5 and the Implementation Team were held. Two TORs were drafted and agreed upon. A consultant was recruited to improve the methodology for data collection regarding VAWG and the research started in December 2020.

Outcome 6: Women's Movement

Through the activities in Pillar 6, the women's movement and other civil society organisations in Grenada would be strengthened to take leadership and ownership of the advocacy required to make progress on GEWE and EVAWG. They would also be supported to develop the capacity to use tools and strategies to hold the State accountable, and to mobilise grassroots, national, regional and international support for GEWE and EVAWG. The efforts started in 2020, and would be more strategically implemented in 2021.

Three organisations were selected using the small grant modality under Activity 6.3.1. Their technical capacities would be built as they continued their work on innovative programmes to stop VAWG, with a focus on violence experienced by women and girls facing multiple and intersecting forms of discrimination. This activity was prioritised to mitigate the potential impact of increased family violence due to the COVID-19 context. Organisations working with underserved communities and the most vulnerable within the context were selected. The grant would assist them in scaling-up their existing successful initiatives across advocacy, service delivery, educational and

psychoeducational programming, engaging men and boys, and creating safe spaces. GrenCHAP's focus was on marginalised groups including the LGBTQI community, sex workers and PLHIV who were often overlooked or excluded within critical support mechanisms. GRENED would heavily focus on violence in the home during the pandemic through advocacy and media engagement, and The Beaton, Laura, La Femme Ballies Bacolet Community Organization would focus on rolling out a child protection programme in the rural community in which they operate a public library.

A Terms of Reference (TOR) was also developed for a consultancy to provide a leadership and M&E capacity strengthening programme for CSOs in Grenada, especially the women's movement and CSOs working with underserved communities (LGBTQI persons, women and girls with disabilities, women living in rural communities etc.). The programme would build their capacity to engage with parliamentarians and policy makers to influence law and policy development and with media to promote gender-responsive messages on prevention, protection and response to IPV and CSA. A rapid assessment of the CSO community in Grenada was expected to be completed in early 2021, and this would inform the design of the training and capacity building programme, which would be tailored to meet the needs of the CSO community.

Support was provided to the Civil Society National Reference Group, through assistance with the development of the workplan, ongoing discussions on civil society engagement throughout the programme, and the needs of civil society in Grenada. The Group committed to finalizing the workplan, so that funding can be made available in support of their activities. The Group planned to engage newly appointed members in the finalization of the workplan, as it would ensure broad representation of perspectives. The CS-NRG would assist the Programme in being inclusive and responsive, and in implementing the principle of LNOB.

Having recognised that the women's movement, including the national umbrella women's rights organisation and its member organisations had not been participating as implementing partners or grantees in 2020, the CS-NRG was invited to contribute to whether the 2021 AWP should maintain the Activities in Pillar 6 as they were originally designed. The members identified some challenges faced by the women's movement and civil society, and noted that some of the activities were not best suited to reach where many of the organisations and the movement were at this current situation. The challenges could be summarized as follows:

- The women's movement lacked the integral involvement of various segments of the population, such as youth, marginalized groups, vulnerable women and girls and women from rural communities. As such, many people felt left out, so the voice of the movement, which was in decline, was also not credited as representing all women and girls in Grenada, Carriacou and Petite Martinique.
- The women's movement and civil society had a high reliance on a small number of individuals who largely volunteered their time to the various groups. Therefore, the volunteers were over-extended and under-funded. This limited the organisations' ability to effectively conduct their core activities, such as mobilization, representation, advocacy and programming.

- The organisations were not consistently practicing good business habits, such as financial accounting and regular General Meetings. This was limiting their ability to maintain engagement with their membership, ensure fully constituted authority for their leaders, and access grant funding and other partnerships.

Therefore, recommendations were made to modify some of the activities in order to conduct a more thorough assessment of the needs of the women’s movement and civil society, provide technical support to assist them to organize themselves into viable organisations and develop strategic plans that could be implemented to ensure their continuity. The expected results would be a stronger, more visible and inclusive women’s movement with advocates and partners in the wider CSO network who were prepared to undertake heightened roles in advocacy and action for GEWE and EVAWG.

Rights Holders (“Beneficiaries”)

| Indicative numbers | Direct for 2020 | Indirect for 2020 | Comments/Justifications |
|-------------------------------------|-----------------|-------------------|--|
| Women (18 yrs. and above) | 14436 | 21698 | Clients were served by all sectors and campaigns were conducted that reached large segments of the population. |
| Girls (5-17 yrs.) | 9447 | 14311 | |
| Men (18 yrs. and above) | 9279 | 14766 | |
| Boys (5-17 yrs.) | 6271 | 9752 | |
| TOTAL | 39433 | 60527 | |

Challenges and Mitigating Measures

The Programme experienced a few challenges during the first year of implementation. These challenges could be summarized as time-consuming administrative and operational processes, low technical capacity within Grenada, and limited number of people in this field of work.

Time-consuming Processes

The processes for mobilizing consultants, staff and partners were time-consuming, both by the Government of Grenada and most of the RUNOs. On average, the administrative and operational processes took at least three months from the start of recruitment to commencement of the engagement. This was exaggerated during the initial onset of restrictions caused by the pandemic as well as limited capacity within the country. To mitigate this, the Technical Team from the RUNOs and the RCO coordinated the programme for just over ten months until the Programme Coordinator was recruited.

Having advance time to mobilize talent, complete recruitment and engage partners before a project was expected to begin full implementation would be critical to prevent delays and maximise the effectiveness of activities from the beginning.

In addition, a significant amount of time was required for governance and coordination. This often involved the same people in several meetings, thus resulting in diminishing returns. Governance and coordination were critical, and therefore could not be avoided. As such, the Programme determined to schedule meetings with sufficient advance notice to allow individuals to plan accordingly, and to carefully select the purpose and agendas of meetings to produce clear results that move the Programme forward. This way, the participants would have a sense of accomplishment as a result of their involvement in those processes.

Low technical capacity in-country

There were low levels of expertise, and in some cases, lack of expertise, in the relevant fields to take up opportunities to work on the programme, whether as staff, consultants or implementing partners. This challenge resulted in the calls for Programme Coordinator, M&E Consultant and Communications Consultant producing few applicants from Grenada. In the first call, none of the suitable applicants were from Grenada, and this created some concern among the Grenadian partners. Further, the selected candidates for the Programme Coordinator rejected the offer. The position of Programme Coordinator was eventually filled in the eleventh month of the project. Due to travel restrictions resulting from COVID-19, the foreign-based consultant selected for M&E

would not have been able to conduct some of the monitoring activities such as periodic field visits. Therefore, it was determined that the terms of reference be modified, and that desk review and sole selection processes be used to recruit local talent. This caused significant delay with the consultancies for communications and M&E not being filled during the programme's first year.

The programme recognized that it had the mandate for building technical capacity within Grenada, Carriacou and Petite Martinique. This would be done through all Pillars, but especially through Pillars 2 and 6. In addition, the processes used to plan, implement, and monitor the programme would contribute to eliminating this challenge as well as reaching the stated results to be achieved. It was also determined that a series of capacity development activities would be conducted. This would strengthen the ability of staff and volunteers of the partners to engage in deeper work. It would also attract new partners and individuals and introduce them to work towards eliminating violence against women and girls.

Despite the knowledge gap, the programme was ensuring that all partners follow the core principles for EVAWG. One strategy advanced was the creation of Joint Pillar Teams which could facilitate knowledge sharing by working together. Another strategy was the development of a Grenada Spotlight Community of Learning. To this end, the first in a series of webinars was held on December 10th on the "Human Rights and Gender Equality Framework for Addressing Family and Gender-Based Violence against Women and Girls". Other topics to be addressed include the Theories of Change in the Grenada Country Programme; Spotlight Guidelines and Requirements (Communication/branding, reporting templates, technical guidance notes, etc); and the Essential Services Package. This strategy was expected to facilitate technical coherence and contribute to capacity development of an expanded number of people/partners.

Limited number of people and active organisations in the Women's Movement

There was a small number of people who were actively engaged in advocacy and efforts to end violence against women and girls. Therefore, the same people were often in different governance structures, and had direct roles in planning, implementing, monitoring and reporting. This was the case in Grenada as a whole, affecting Government, the women's movement and civil society partners, but the negative impact was more acute in the women's movement, which seemed to have low operational capacity and had been showing signs of decline in recent years.

The civil society community in Grenada was not large, and many of the same actors and organisations tended to represent the bulk of advocacy and visible initiatives within the community. Through discussion, the CS-NRG expressed that there were challenges in attracting youth and other persons to join the civil society movement, to grow the grassroots organisations, or to increase their capacity to respond. Subsequently, it was determined that a rapid assessment should be done to collect baseline data on the needs, challenges, and gaps within the CSO community, to inform funding opportunities, training and other capacity development activities, and further

engagement. The resulting programme would be designed to address the gaps, with the aim of having expanded and strengthened networks in the women's movement and civil society engaged in the advocacy and work to end violence against women and girls in Grenada. Through the execution of the workplan, the CS-NRG also hoped that they would bring visibility to the Spotlight Initiative, and the importance of the role of civil society in societal and national change.

Lessons Learned and New Opportunities

a) Lessons Learned

Inter-Agency collaboration was critical

The meetings of the Technical Coherence and Operations Committee, Joint Pillar Teams and Implementation Teams were integral for technical coherence and cohesion across the project, while optimizing the use of human and financial resources. These mechanisms also allowed for broader stakeholder consultation, and strategic partnerships as One-UN, where agencies could work together to achieve transformational change. Having a working group with the participation of all the sectors involved facilitated the exchange of ideas, fostered complementarity and supported teamwork. Setting up tools and agreements on the modality of engagement and communication would further strengthen the processes and streamline the way the various teams were working.

Meaningful civil society engagement/collaboration was crucial

Value had been found through the continued engagement of civil society in the early stages of procurement and programme activities under Pillar 6, as their input was invaluable in ensuring the right partners were selected. Members of the CS-NRG were aware of the real situation within the CSOs and their communities, and could provide guidance in terms of requirements and evaluation of partners. A successful strategy used was to establish mechanisms for participation from the onset. It was now necessary to consider how to address the fact that these members were volunteers who were over-utilised and under-resourced, while harnessing their knowledge, skills and leadership to make them available to achieve the outputs and the larger outcomes.

Need to scale-up telemedicine and online GBV services

Notably, one of the issues that was highlighted across the programme was the impact of the pandemic. A key lesson learned was the importance of adaptation and ensuring that activities were COVID-proof where possible. Partners were asked to propose both in-person and virtual budgets to facilitate flexible modalities of engagement, to prevent delays which occurred previously as a result of lockdowns and restricted movement. This new reliance on activities in the virtual space had created the opportunities to:

- Harness online psycho-social to increase accessibility of services, including training of psychological, psycho-educational and psycho-social service providers to engage their clients using online and mobile phone technology.

- Expand opportunities for virtual learning, including the establishment of a virtual training centre and retooling of Parenting Facilitators to deliver parenting education sessions to parents and guardians online.

b) New Opportunities

Capacity Development

There were new opportunities to apply a concept of “capacity development” that was more comprehensive and beyond the traditional notions of training. This would mean considering tools and procedures with which workers operate, the culture of the institutions within which they function, their access to equipment and other resources, the organizational structure of the institutions and organizations and the opportunities created for meaningful engagement and empowerment. Therefore, the Programme would lay the groundwork for long-term capacity development with the understanding that nationwide capacity development would take time beyond the Spotlight Initiative. However, such comprehensive capacity development was critical enough to be applied, at least in part, through the Spotlight programming. Examples of strategies that could be used to develop the capacity among CSOs, Government institutions, academic institutions and individuals were:

- Simplify processes for recruitment, approval of agreements, etc. and consider relaxing some requirements, when justified, to allow a larger pool of individuals and groups to be eligible to implement activities.
- Ensuring that, as far as possible, processes were inclusive, developmental and participatory in their approach.

Technical Coherence

Having established technical coherence as a critical element of the Spotlight Initiative, there was an opportunity to define and develop a simple procedure to facilitate it. The procedure to be developed in 2021 should consider the various underlying concepts and theories, the wider range of individuals and organizations involved as partners and stakeholders, and the transformational outcomes that were intended. Therefore, technical coherence guidance should be deliberate to allow key participants to develop the knowledge, attitudes and skills required to make interventions, whether through prevention, offender accountability, services to victims and survivors, or creating and strengthening coordinating mechanisms.

Innovative, Promising or Good Practices

Grenada Spotlight Initiative recognizes the following innovative practices that had been used so far. They would be monitored to assess whether they produce results that would make them qualify as promising or good practices:

1. **Engaging Government for High Level National Leadership:** Government was invited to play a major role in the design of the Programme, development of a local structure for implementation and governance, as well as implementation of the programme activities. Government then instituted mechanisms for governance and implementation, which included:

Identifying nine of the fifteen Ministers to participate in a high-level dialogue on the Grenada Spotlight Initiative. This included the Prime Minister, as the Minister for National Security.

- Assigning the MoSDHCE as the Lead Implementing Partner for the Grenada Spotlight Initiative, with the DGFA, being the NGM, as the Technical Division responsible for the Programme. Therefore, the Minister of that Ministry was the Co-Chair of the NSC while the Permanent Secretary was the Co-Chair for the TCOC, and the Head of the NGM was the local Technical Coherence Lead.
- Selecting five Senior Government Officials at the Technical Level to lead Pillars 1-5 and serve as the counterparts to the Spotlight Technical Leads from the RUNOs. The Pillar Leads met several times in 2020 as a Local Technical Committee, chaired by the Permanent Secretary for Social Development. They also established Implementation Teams, one for each of the five Pillars.
- Tasking the Inter-Ministerial Council of Gender Focal Points to be the Government Reference Group and facilitate a whole-of-Government approach to the Programme. This was itself an innovative addition to the Governance structure of the Grenada Spotlight Initiative.

This high-level engagement ensured that there was national ownership and commitment to the Programme. It also laid the way for sustainability of the interventions and outcomes as the activities and results should be integrated within the Ministries and Departments of the Government.

2. **Meaningful participation by the Women's Movement and Civil Society:** The Programme, supported by the Government in the early stages, facilitated the establishment of the Interim CS-NRG which then charted the way for the formal CS-NRG. Once formed, the CS-NRG was invited to participate in substantive ways. In addition, the women's movement and other CSOs

were also invited to continue their participation into the implementation phase: Innovation in this regard were:

- The Chairperson of the CS-NRG was identified as the Local Pillar Lead for Pillar 6, and therefore the counterpart to the RUNO Technical Lead for that Pillar.
- The CS-NRG, the women’s movement and wider civil society were included in reviewing Pillar 6 activities in the preparation of the 2021 AWP. After describing the challenges that the women’s movement and CSOs were having in the current context, the representatives shared their views about the activities and strategies they’d like to see implemented. The activities were modified to reflect their input.
- Each Joint Pillar Team for Pillars 1-5 would include a representative from the CS-NRG and a representative from a women’s organisation or another CSO.
- The Joint Pillar Team for Pillar 6 would include a representative from each of the umbrella organisations: the Grenada National Organisation of Women (GNOW) for the Women’s Movement; the Grenada National Coalition on the Rights of the Child (GNCRC) for the children’s rights advocates; and the Inter-Agency Group of Development Organisations (IAGDO) for the other CSOs.
- Inviting a wide range of CSOs to be engaged as grantees, including some that were not normally engaged in EVAWG responses in the past.

The engagement of the CS-NRG, women’s movement and CSOs in these meaningful ways should result in greater community participation; expansion and strengthening of the women’s movement and civil society; increased advocacy for continued action; and the reactivation of networks to hold the State accountable for GEWE, VAWG and the principle of LNOB.

3. Creating Structures for increased partnership, technical coherence and programme cohesion: The programme had established Joint Pillar Teams and a Grenada Spotlight Community of Learning to facilitate collaboration, knowledge sharing, technical coherence and cohesion. They were:

- A Joint Pillar Team was identified for each Pillar of the Programme. Each Team was co-chaired by the Technical Lead from the RUNO and the local Pillar Lead. The other members included the RUNO and Associated Agency that supports that Pillar, the Technical Coherence Lead, identified key stakeholders within Grenada, and the Programme Coordinator.
- A Grenada Spotlight Community of Learning was started. This Community includes everyone serving on the governance and implementation teams, as well as the implementing partners and grantees. It started with a webinar held on the theme: “Human Rights and Gender Equality Framework for Addressing Family and Gender-Based Violence against Women

and Girls.” The aim was that the series of learning activities would build competence in themes required for transformative implementation and facilitate technical coherence. It would also be a space for consultation on various products of the Programme, such as draft policies.

- 4. Developing the capacity of Staff Members of Government Partners:** Some of the tools developed in Pillar 4 and the prevention messages developed in Pillar 3 were drafted by staff members involved in the Implementation Teams. The tools drafted by the Implementation Team for Pillar 4 included the Procedural Manual for clients at the Cedars Home, the COVID-19 Response Protocol, and updated intake and referral forms, while the Pillar 3 Team prepared the messaging and, in some cases, the creative artwork for the two campaigns conducted. In addition, they explored and piloted new strategies and media for marketing the behaviour change messages, such as using bus wraps and maximising social media presence through a strategy called “boosting”.

Though unplanned, this was an example of how opportunities could be created for capacity development by using processes to showcase and enhance technical competence and increase professionalism. This innovation would also allow for sustainability of the interventions, as the capacities were being explored and developed “in-house” and there was greater buy-in by the staff, especially those who directly participated in creating the products. Less dependence on external consultants would also support sustainability since the resources would not necessarily be available after the Programme ends, but the staff members whose capacities were developed would be more likely to be available to continue the initiative for a longer time.

- 5. New ways of working:** RUNOs adopted virtual working platforms. This became necessary due to COVID-19, and this extended to working with the partners and other stakeholders. This modality accommodated wider collaboration among stakeholders, joint interagency planning meetings and sharing on issues and challenges. The frequency and clarity of these exchanges allowed for new and innovative interventions, even in the context of the current pandemic. It also required that support be provided to develop the capacity of partners to engage using virtual means. As a result, it was decided that much of the budget allocated for venues and meals that would have been necessary for face-to-face engagements should be allocated instead to providing laptops and other means to facilitate virtual engagement, such as consultations, workshops and meetings. The resource support for this innovation would be reflected in the 2021 AWP.

Communications and Visibility

a) Overview

During 2020, communications and visibility occurred mainly around the Planning Meeting held in January, the Official Launch of the Spotlight Initiative held in March, the campaigns conducted during the last quarter, and a joint video message issued by the UNCT for Human Rights Day. These opportunities allowed the Grenadian public to become aware of the Spotlight Initiative, its partners, goals and progress.

b) Messages

Messages were delivered to the Grenadian public through a joint video message by the UNCT, a parenting campaign by the National Parenting Programme and the 16 Days of Activism Campaign.

Joint Video Message

The United Nations Sub-Regional Team for Barbados and the Eastern Caribbean delivered a joint video message to Grenada on December 10th – Human Rights Day and close of the 16 Days of Activism Campaign. During the 2.5-minute message, the Resident Coordinator, and Heads/Spokespersons of UNICEF, UN Women, PAHO and UNDP applauded Grenada for its commitment to the Spotlight Initiative and acceptance of the recommendations to eliminate sexual and child abuse and violence against women, and advance gender equality and women’s empowerment that resulted from the Universal Periodic Review. In the message, the Team made linkages between human rights and EVAWG, and highlighted that quality essential services, data collection and use, reforming the laws and cultural norms were critical components of a comprehensive response to ending VAWG. The RC concluded the message by assuring the Government and people of Grenada, Carriacou and Petite Martinique that that the Team would continue to be their partner to accelerate implementation of Spotlight Initiative.

The Message was aired during the webinar on the theme “Human Rights and Gender Equality Framework for Addressing Family and Gender-Based Violence against Women and Girls”. It was distributed to the Minister and Ministry of Social Development, and to all media outlets through the Government Information Service. The video was also circulated among the RUNOs and other UN partners via social media.

Parenting Campaign

The theme for the Campaign by the National Parenting Programme was “**Step up your Parenting Game**”. It targeted men and women who were parents and guardians. This theme encouraged them to “Step Up”, thereby sending a signal that their parenting was not completely or overwhelmingly negative, while encouraging them to improve so that their parenting habits and activities could become more positive for their children or wards.

Several sub-messages were presented under this theme, providing tips on how they can Step up their parenting game. They included:

- No matter who, no matter what, there is no excuse for abuse
- Children need their fathers: they need love, support and encouragement
- Feeling stressed? Check your B.E.T. (body, environment and thoughts)
- Communicate with your child – Listen to your child

The messages were delivered via radio advertisements and via print, on large stick-on posters at the back of public buses that ply routes throughout the island. Both media were effective at reaching a large segment of the population due to the frequency and repetition of those messages. It was estimated that approximately 25,000 people were reached during this campaign.

16 Days of Activism, 2020

The 16 Days of Activism, 2020, also saw a campaign rolled out. The theme for this campaign was “**ORANGE YOUR WORLD: Invest in decreasing controlling behaviour- Reap its reward!**” It was a modification/localization of the international theme. The sub-messages within this campaign focused on:

- Healthy Relationships
- Defining Sexual Violence and Consent
- Highlighting Significant Days during the 16 Days of Activism

The Healthy Relationships messaging had been developed with UN Women under a separate initiative. It drew attention to the characteristics of healthy and unhealthy relationships. The posters defining sexual violence provided simple descriptions of selected sexual offences, while the one on consent explained, in simple language, what was consent and listing who cannot give consent.

These messages were presented mainly to social media audiences, reaching 53,584 globally by December 25, 2020. The pages insights showed that the messages that people interacted with the most were those related to sexual violence, reaching 23,200 people and having 2,300 engagements by December 17. The Facebook page received 128 new likes in that period.

c) Media and visibility events

The Spotlight Initiative was launched on March 5, 2020. The high-level launch brought together senior government officials, Members of Parliament, representatives of the European Union, the United Nations and civil society organisations, as well as officials from the private sector, the media and academia. It began with an official Signing Ceremony of the Project Agreements in the morning and ended with an evening Lighting Ceremony that culminated with the illumination of the Parliament Building with the coloured lights remaining lit for seven days. The latter signified the programme's intention of shining a spotlight on violence against women and girls to give prominence to this issue, while supporting prevention, protection, service provision and women's economic empowerment.

Reaffirming the commitment of the Government of Grenada to ending violence against women and girls, the Honourable Prime Minister told persons attending the launch: "We consider this issue to be so crucial because of its impact on all aspects of our lives, and we pay a heavy price socially and economically. Grenada recognises that gender equality is required if we are to experience a state where there is harmony and progress for everyone."

Ambassador to the Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM, Daniela Tramacere, in delivering remarks underscored that "Our success would be measured by the positive impact made in the lives of victims. We all have a role to play. Watching silently from the sidelines is not an option".

In his address, United Nations Resident Coordinator, Didier Trebucq, lauded Grenada's ongoing efforts. "I want to commend the Government of Grenada for its leadership in addressing the issue of gender-based violence, and in actively mainstreaming the SDG Agenda into its country programming. This provides a strong framework for the UN to increase its joint support to the country, by leveraging the individual strengths of our UN agencies to deliver results that would reduce violence against women and girls in Grenada and enable them to fulfil their potential."

Chairperson of the Interim Civil Society National Reference Group, Jeannine Sylvester highlighted the critical role of Civil Society Organisations (CSOs) in this fight. "As CSOs we have always had the task of and renew our commitment through the launch of this project today, to continue to speak out on the issue of GBV and educate people within communities of the negative impact of all forms of violence especially on our women and girls."

d) Campaigns

Through the support of the Spotlight Initiative Pillar 3, the Ministry of Social Development, Housing and Community Empowerment, launched a campaign during the 16 Days of Activism Against Gender Based Violence. During the campaigns that were implemented, partners used

the EU Emblem, the Spotlight Logo and supporting logos as provided in the Communications and Visibility Guide.

Several high-level events were included in the campaign, including an address by the Honourable Minister Delma Thomas on the significance of the 16 Days of Activism.

Representatives from the MoSDHCE and the Special Victims Unit presented a radio programme on Domestic Violence and Sexual violence.

Messages on Gender-based Violence and information on sexual violence were shared through the electronic press and on social media platforms. Posters were also shared on social media on healthy and unhealthy relationships. Two of the Facebook pages used were:

- Ministry of Social Development, Housing and Community Empowerment, at <https://www.facebook.com/ServiceMinistry/>
- National Parenting Programme, at <https://www.facebook.com/Investmentinparenting/>

Two Psycho-educational sessions were conducted with civil society organisations during this reporting period. These were done at the Programme for Adolescent Mothers in collaboration with GrenMAN', the Grenada chapter of the Caribbean Male Action Network (CariMAN), Soroptimist International Grenada and the Legal Aid and Counseling Clinic (LACC). Those sessions were:

- Chocolate and Chat – “Sexpectation and Consent”, conducted with fathers of the children of the girls attending the Programme for Adolescent Mothers (PAM) and other fathers from the MoSDHCE and the local vicinity.
- Lunch and Learn was conducted with the students of PAM on the theme “Sexual Violence and the Adolescent Mother”.

This campaign was launched to raise awareness of Gender-Based Violence, its prevalence, harmful norms and practices, and to increase the capacity of service providers responding to the needs to survivors. It was also aimed at empowering women and girls and young people to make better choices, and highlighting the Convention of Belem do Para and its significance in Grenada.

e) Human interest stories

In the absence of a Communication Specialist within Grenada, no human interest stories were captured in 2020. Stories would be identified and shared in 2021.

f) Testimonials

Testimonials were captured but they were being processed to ensure they meet the standards before releasing them.

g) Photos

The following photos represent a few of the activities highlighted in the Report. They would also be available via the PHOTO SUBMISSION PLATFORM



Ambassador to the Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/ CARIFORUM, Daniela Tramacere, delivering remarks at the Signing Ceremony and Press Conference. Other members at the head Table shown here (from right to left): Dr. the Right Honourable Keith Mitchell, Prime Minister of Grenada; Mr Didier Trebucq, UN Resident Coordinator for Barbados and the Eastern Caribbean; and Honourable Delma Thomas, Minister for Social Development, Housing and Community Empowerment.



The group of adolescent mothers, participating in an activity during the session entitled “Lunch and Learn” on the theme “Dynamics of Sexual Violence and the Adolescent Mother” held on November 26, 2020 as part of the commemoration of 16 Days of Activism.



Activity Room at Cedars Home for Abused Women and their Children retrofitted by replacing carpet with tiles, and installing storage cupboards, a large sink, and a toilet facility.

h) Videos

The video message from the United Nations Sub-regional Team for Barbados and the OECS would be available via the VIDEO SUBMISSION PLATFORM

Next Steps

The theme adopted for the implementation of the Grenada Spotlight Initiative was “Move Money Meaningfully”. This was selected as a reminder that accelerating implementation should not compromise quality, technical coherence or sustainability. Instead, outputs and outcomes must be transformative and sustainable, resulting in significant improvements in the prevention and response to GBV in Grenada, Carriacou and Petite Martinique.

Therefore, the next steps would be:

1. Strengthening the partnership between the PCIU, UN and the EUD to advance programming.
2. Completing the process of recruiting the M&E Consultant and the Communications Consultant to augment the capacity of the PCUI. This would allow the PCUI to perform a wider role in supporting implementing partners in technical coherence, visibility, monitoring and collaborative actions.
3. Ensuring meaningful implementation of all activities. This would require deliberate attention to technical coherence, including training, supporting and empowering partners to apply the appropriate principles, standards and guidelines to their work from the planning stage. It would also require that all partners remain guided by the theories of change and the results matrix for Grenada.
4. Building strategies for sustainability within the design and implementation of activities, such as by using developmental and participatory approaches, and using a comprehensive approach to capacity development. These strategies must be applied in working with Government, as well as partners in the women’s movement and civil society.
5. Increasing the visibility of the Spotlight Initiative, the Development Partners, and the results, within Grenada, Carriacou and Petite Martinique, through traditional and social media. This would bring the issues and ongoing transformations to the attention of individuals and families in their homes and communities.
6. Implementing the AWP in a manner that expands upon collaborations within and among Pillars, so that the results would be complementary, leading to a holistic overall impact. Attention would be placed at the level of the RUNOs, progressing towards the One-UN approach; at the level of the Government, emphasizing the whole-of Government mandate; and at the implementation levels by building partnerships between government and civil society and among networks of organization in civil society and the women’s movement.
7. Continuing to build and/or strengthen the mechanisms for governance, coordination and implementation. The established mechanisms would be maintained, while the innovative

ones, including the Joint Pillar Teams and the Inter-Ministerial Council of Gender Focal Points would be given special attention and support.

Attainment of the Sustainable Development Goals in Grenada and globally would only be possible if Goals 5 and 16 were achieved. Therefore, the Programme must draw on the commitments made by the EU, the UN and the Government and civil society in Grenada to ensure that implementation in 2021 would be translated into action that yields the intended results. Those results must be transformative and sustainable, thereby causing significant improvements in (1) the response to victims and survivors; (2) the processes for holding offenders accountable; (3) the prevention of all forms of family violence, especially intimate partner violence and sexual abuse; and (4) national and sub-national coordination of the responses to gender-based violence. In addition, the investment should yield benefits for the advancement of gender equality and women's empowerment.

The Grenada Spotlight Initiative identified forty-six activities to be implemented across the six Pillars. Their successful implementation would contribute to the attainment of the targets identified for thirty-four output indicators, thirteen outcome indicators and three impact indicators. Through the investment provided by the global partnership between the European Union and the United Nations, all women and girls in Grenada, Carriacou and Petite Martinique, particularly those most vulnerable, would live a life free from violence and harmful practices.

Annex A

Results Framework

Outcome 1 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|--|--|--|--|--|
| | | | | | |
| | Legal age of marriage | | | | |
| | 0.25 | 0.25 | 0.25 | 0.00 | |
| | Parental Authority in Marriage | | | | |
| | 0.00 | 0.00 | 0.00 | 0.00 | |
| | Parental Authority in Divorce | | | | |
| | 0.00 | 0.00 | 0.00 | 0.00 | |
| Indicator 1.1 Laws and policies on VAWG/HP in place that adequately respond to the rights of all women and girls, including exercise/access to SRHR, and are in line with international HR standards and treaty bodies' recommendations. | Inheritance rights of Widows | | | | |
| | 0.00 | 0.00 | 0.00 | 0.00 | |
| | Inheritance rights of Daughters | | | | |
| | 0.00 | 0.00 | 0.00 | 0.00 | |
| | Laws on Domestic Violence | | | | |
| | 0.50 | 0.50 | 0.50 | 0.00 | |
| | Laws on Rape | | | | |
| | 0.00 | 0.00 | 0.00 | 0.00 | |
| | Laws on Sexual Harassment | | | | |
| | 0.75 | 0.75 | 0.75 | 0.00 | |
| | | | | | |
| | National level | | | | |
| Indicator 1.2 National/and/or sub-national evidence-based, costed and funded action plans and M&E frameworks on VAWG/HP are in place that respond to the rights of all women and girls and are developed in a participatory manner. | Evidence-based Rights of all women & girls Participatory Development | Evidence-based Rights of all women & girls Participatory Development | Evidence-based Rights of all women & girls Participatory Development | Evidence-based Rights of all women & girls Participatory Development | Grenada has a Gender Equality Policy and Action Plan (2014-2024) that has a section on "Gender, Violence and Security" In addition, other sections, such as "Gender Culture and Socialisation", offer solutions to various aspects of EVAWG. The GEPAP provides a framework and action plan to comprehensively address gender disparities and serves as a guide to stakeholders in the public sector, private sector, labour, and civil society. |
| | | | | | |

| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|---|---------------------------|-------------|-------------------------------------|--------|-----------------|
| | | | | | |
| | Developed or Strengthened | | | | |
| Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year. | 0 | 0 | 2 | 8 | |
| | | | | | |
| | | | | | |
| Indicator 1.1.3 Number of draft laws and/or policies on ending VAWG and/or gender equality and non-discrimination which have received significant inputs from women's rights advocates within the last year. | 0 | 0 | 0 | 6 | |
| | | | | | |

| | | | | | |
|---|--------------------------|----------------|----------------|----------------|--|
| | Parliamentarians | | | | |
| Indicator 1.1.5 Number of Parliamentarians and staff of human rights institutions with strengthened capacities to advocate for, draft new and/or strengthen existing legislation and/or policies on ending VAWG and/or gender equality and non-discrimination and implement the same, within the last year. | 0 | 20 | 21 | 25 | |
| | Women Parliamentarians | | | | |
| | 0 | 10 | 10 | 8 | |
| | Human Rights Staff | | | | |
| | 0 | 6 | 6 | 10 | |
| | Women Human Rights Staff | | | | |
| | 0 | 4 | 4 | 5 | |
| | National | | | | |
| Indicator 1.2.1 Number of evidence-based national and/or sub-national action plans on ending VAWG developed that respond to the rights of all women and girls, have M&E frameworks and proposed budgets within the last year. | Evidence-based | Evidence-based | Evidence-based | Evidence-based | |

Outcome 2 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|---|---|--|--|-----------------|
| | National | | | | |
| Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups. | Functioning?: Yes, At the Highest level?: No, Where is it placed?: Ministry of Social Development, Includes LNOB?: No | Functioning?: Yes, At the Highest level?: No, Where is it placed?: Ministry of Social Development, Includes LNOB?: No | Name of Coordination Mechanism: Division of Gender and Family Affairs, Where is it located: Ministry of Social Development, Housing and Community Empowerment, including LNOB?: No | Functioning?: Yes, At the Highest level?: Yes, Where is it placed?: Parliament, Includes LNOB?: Yes | |
| | Sub-national | | | | |
| | N/A there is no mechanism | Functioning?: Yes, At the Highest level?: No, Where is it placed?: Ministry of Social Development, Includes LNOB?: No | National coordination Mechanism | 1. Name: Northern, connected to national mechanism?: Yes, includes LNOB?: Yes 2. Name: Southern, connected to national mechanism?: Yes, includes LNOB?: Yes 3. Name: Eastern, connected to national mechanism?: Yes, includes LNOB?: Yes 4. Name: Carriacou, connected to national mechanism?: Yes, includes LNOB?: Yes | |

| | | | | | |
|---|--------------------|--------------------|--|--------------------|---|
| | Health | | | | |
| Indicator 2.3 Extent to which VAWG/HP is integrated in 5 other sectors (health, social services, education, justice, security, culture) development plans that are evidence-based and in line with globally agreed standards. | Low integration | Low integration | Low integration | High integration | Name of Plan: Sexual and Reproductive Health Policy , Level of Integration: Low integration Name of Plan: Standard Operating Procedures for the Health Sector Response to GBV, Level of Integration: Low integration |
| | Education | | | | |
| | Low integration | Low integration | Medium integration | Medium integration | Name of Plan: Health and Family Life Education Curriculum , Level of Integration: Low integration Name of Plan: Guidance Session , Level of Integration: Medium integration Name of Plan: Visiting Presenters , Level of Integration: Medium integration |
| | Justice | | | | |
| | Medium integration | Medium integration | Low integration | High integration | Name of Plan: National Domestic Violence and Sexual Abuse Protocol , Level of Integration: Low integration |
| | Security | | | | |
| | Medium integration | Medium integration | Medium integration | High integration | Name of Plan: Police Standing Orders, Level of Integration: Medium integration Name of Plan: Special Victims Unit, Level of Integration: Medium integration |
| | Social Services | | | | |
| | Low integration | Medium integration | Medium integration | Medium integration | Name of Plan: Corporate Plan , Level of Integration: Medium integration Name of Plan: Medium Term Agenda , Level of Integration: Medium integration |
| | Culture | | | | |
| | Low integration | Low integration | Low integration | Low integration | |
| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | |
| | | | | | |
| Indicator 2.1.2 Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP. | Yes | Yes | Yes | Yes | Name of Mechanism: Division of Gender and Family Affairs, Ministry of Social Development, Housing and Community Empowerment , Topic: GEWE, Institution: National Gender Machinery , Name of Mechanism: GBV Unit, Institution: Division of Gender and Family Affairs, Ministry of Social Development, Housing and Community Empowerment, Sector: Social Services Name of Mechanism: Special Victims Unit, Institution: Royal Grenada Police Force , Sector: Security |
| | | | | | |

| | | | | | |
|---|----------------------------|---|---|-----|--|
| Indicator 2.1.5 Number of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG in their curriculum, as per international standards. | 0 | 0 | 4 | 4 | The Institutions provide varying levels of GEWE and VAWG education. However, programmes will be enhanced through the Initiative. |
| Government Officials | | | | | |
| Indicator 2.1.6 Number of key government officials trained on human rights and gender-equitable norms, attitudes and behaviours towards women and girls, including for those groups facing intersecting and multiple forms of discrimination, within the last year. | 0 | 0 | 0 | 232 | |
| | Women Government Officials | | | | |
| | 0 | 0 | 0 | 125 | |
| Government Officials | | | | | |
| Indicator 2.1.7 Number of key government officials with strengthened capacities to develop and deliver programmes that prevent and respond to VAWG, within the last year. | 0 | 0 | 0 | 90 | |
| | Women Government Officials | | | | |
| | 0 | 0 | 0 | 55 | |
| Government Officials | | | | | |
| Indicator 2.1.8 Number of key government officials with strengthened capacities to integrate efforts to combat VAWG into the development plans of other sectors, within the last year. | 0 | 0 | 0 | 44 | |
| | Women Government Officials | | | | |
| | 0 | 0 | 0 | 21 | |
| Government Officials | | | | | |
| Indicator 2.1.9 Number of women's rights advocates with strengthened capacities to support the integration of ending VAWG into the development plans of other sectors. | 0 | 0 | 0 | 35 | |

| | | | | | |
|---|----------------------------|------------------------|------------------------|--|--|
| Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year. | With annual work plans | With annual work plans | With annual work plans | Composed of relevant stakeholders With a clear mandate and governance structure With annual work plans | |
| Indicator 2.2.2 Number of national and sub-national multi-stakeholder coordination mechanisms in place that include representatives of groups facing multiple and intersecting forms of discrimination. | 0 | 0 | 1 | 3 | Name of the Mechanism: Inter-Ministerial Council of Gender Focal Points , Sector: Government, Including LNOB?: No, : National |
| | Government Officials | | | | |
| Indicator 2.3.3 Number of key government officials with greater knowledge, capacities and tools on gender-responsive budgeting to end VAWG, within the last year. | 0 | 0 | 0 | 15 | |
| | Women Government Officials | | | | |
| | 0 | 0 | 0 | 10 | |

Outcome 3 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|----------|-------------|-------------------------------------|--------|--|
| Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner. | 42% | 40% | 42% | 30% | The Grenada Women's Health and Life Experiences Study (2018) measured the female population only. It was based on the WHO Model. |
| Indicator 3.3 Existence of with at least 3 evidence-based, transformative/ comprehensive prevention strategies/programmes that address the rights of those marginalized and are developed in a participatory manner. | Yes | No | No | Yes | Strategy/Programme: Parenting Education using bus wraps, Includes LNOB?: Yes, Developed in Participatory manner?: No |

| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|--------------------------------|-------------|-------------------------------------|--------|--|
| | | | | | |
| | In-School Programmes | | | | |
| Indicator 3.1.2 Number of young women and girls, young men and boys who participate in either/both in- and out-of school programmes that promote gender-equitable norms, attitudes and behaviours and exercise of rights, including reproductive rights, within the last year. | 0 | 0 | 10 | 940 | |
| | In-School Programmes Girls | | | | |
| | 0 | 0 | 10 | 470 | |
| | In-School Programmes Boys | | | | |
| | 0 | 0 | 0 | 470 | |
| | Out-of-School Programmes | | | | |
| | 0 | 0 | 0 | 100 | |
| | Out-of-School Programmes Girls | | | | |
| 0 | 0 | 0 | 50 | | |
| Out-of-School Programmes Boys | | | | | |
| 0 | 0 | 0 | 50 | | |
| | | | | | |
| Indicator 3.2.1 Number of women, men, girls and boys who regularly attend community programmes to promote gender-equitable norms, attitudes and behaviours, including in relation to women's and girls' sexuality and reproduction, within the last year. | 0 | 0 | 0 | 400 | |
| | | | | | |
| Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year. | 0 | 20,000 | 38,000 | 75,000 | The number of people reached through the campaigns was not disaggregated as the methods used were social media, radio and bus wraps. |
| | | | | | |

| | | | | | |
|--|---|----|----|-----|--|
| Indicator 3.2.3 Number of men and boys who regularly attend gender transformative programmes addressing violent masculinities and men's violence towards women and girls in community centres, schools and other relevant spaces, within the last year. | 0 | 0 | 9 | 300 | |
| Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year. | 3 | 4 | 2 | 8 | |
| EVAWG Policies | | | | | |
| Indicator 3.3.2 Number of relevant non-state institutions that have developed and/or strengthened strategies/policies on ending VAWG and promoting gender-equitable norms, attitudes and behaviours and women and girls' rights, including those groups facing multiple and intersecting forms of discrimination, in line with international HR standards, within the last year. | 0 | 0 | 0 | 5 | |
| EVAWG Policies including LNOB | | | | | |
| | 0 | 0 | 0 | 5 | |
| Decision Makers | | | | | |
| Indicator 3.3.5 Number of key informal decision makers and decision makers in relevant institutions with strengthened awareness of and capacities to advocate for implementation of legislation and policies on ending VAWG and for gender-equitable norms, attitudes and behaviours and women and girls' rights, within the last year. | 0 | 50 | 33 | 175 | |
| Women Decision Makers | | | | | |
| | 0 | 25 | 24 | 90 | |

Outcome 4 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|---|----------------------|-------------|-------------------------------------|--------|--|
| | Women | | | | |
| Indicator 4.1 Number of women and girls, including those facing intersecting and multiple forms of discrimination, who report experiencing physical or sexual violence and seek help, by sector. | 698 | 735 | 576 | 3,133 | Complete Data is not readily available, so no total is tabulated. Partial data is entered in some sectors, e.g. the number of women seeking help from the Police is for intimate partner violence only - non-IPV sexual violence is not included. Girls have also sought help from the security sector, but these numbers were not yet provided. |
| | Girls | | | | |
| | 0 | 0 | 293 | 0 | |
| | Reported | | | | |
| Indicator 4.2 a) number of VAWG cases reported to the police; b) number of cases reported to the police that are brought to court; and c) number of cases reported to the police that resulted in convictions of perpetrators. | 824 | 825 | 319 | 3,349 | Incomplete data has been entered: - Reported to the Police - includes IPV only, not non-partner sexual violence - Brought to Court - includes only the applications for Protection Orders under the Domestic Violence Act. Does not include charges filed against alleged offenders. Further research will be conducted to complete the data set within the next month. |
| | Brought to Court (%) | | | | |
| | | | 157 | | |
| | Convictions | | | | |
| | | | | | |

| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|---|------------------------------------|-------------|-------------------------------------|--------|--|
| | Developed | | | | |
| Indicator 4.1.3 Existence of national guidelines or protocols that have been developed and/or strengthened in line with the guidance and tools for essential services. | No | Yes | Yes | Yes | <p>The National Standard Operating Procedures (SOPs) for Responding to Gender Based Violence in Grenada for the police, justice, social and health care sectors were drafted in 2020. They were based on a situational analysis that was conducted and the Essential Services package. Further review of the SOPs and submissions for approval will be done in 2021.</p> <p>Developed: National Standard Operating Procedures (SOPs) for Responding to Gender Based Violence in Grenada</p> <p>Developed: Procedural Protocol for Victims Referred to Cedars Home for Abused Women and their Children</p> <p>Developed: COVID-19 Response for GBV Responders, GBV Unit</p> |
| | Strengthened | | | | |
| | No | Yes | No | Yes | |
| | Government Service Providers | | | | |
| Indicator 4.1.4 Number of government service providers who have increased knowledge and capacities to deliver quality and coordinated essential services to women and girl survivors of violence, within the last year. | 0 | 40 | 50 | 50 | <p>The training activities were done virtually. Specific breakdown of the participants by sex and sector was not done. This will be done in the future.</p> |
| | Women Government Service Providers | | | | |
| | 0 | 30 | 42 | 35 | |
| | Women's Rights Organizations | | | | |
| Indicator 4.1.5 Number of women's rights organisations who have increased knowledge and capacities to deliver quality, coordinated essential services to women and girls' survivors of violence, within the last year. | 0 | 2 | 4 | 6 | |
| | LNOB | | | | |
| | 0 | 1 | 3 | 3 | |
| | Grassroots | | | | |
| | 0 | 0 | 0 | 1 | |

| | Developed | | | | |
|---|---|-------|-------|--------|---|
| Indicator 4.1.9 Existence of national guidelines or protocols for essential services that have been developed and/or strengthened that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination. | No | No | Yes | Yes | Name of Guideline/Protocol DEVELOPED: National Standard Operating Procedures (SOPs) for Responding to Gender Based Violence in Grenada |
| | a) Girls with ACCESS to ES | | | | |
| Indicator 4.2.2 Number of women and girl survivors/victims and their families, including groups facing multiple and intersecting forms or discrimination, that have increased ACCESS to a) to quality essential services and b) accompaniment/support initiatives, including longer-term recovery services, within the last 12 months | 2,500 | 2,500 | 2,500 | 5,000 | Complete data for 2019, on which to assess whether there was an increase in 2020, was not readily available. Such data should be made available within the next month. Further, the data management system, being developed under Pillar 5, will produce such data routinely. |
| | a) Women with ACCESS to ES | | | | |
| | 7,500 | 7,500 | 7,500 | 10,000 | |
| | b) Girls with Access to Recovery Services | | | | |
| | 150 | 150 | 150 | 300 | |
| b) Women with Access to Recovery Services | | | | | |
| | 100 | 150 | 150 | 300 | |
| | Strategies Designed | | | | |
| Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination. | 3 | 3 | 4 | 4 | 1. Name of Strategy: School Tour, Modality of Intervention: interactive discussions with secondary school students in Grenada, Carriacou and Petite Martinique , including LNOB?: Yes 2. Name of Strategy: Risk Communication , Modality of Intervention: Use of social media , including LNOB?: Yes 3. Name of Strategy: Mobile clinics , Modality of Intervention: Direct services, including LNOB?: Yes 4. Name of Strategy: I-rep-nonviolence Campaign , Modality of Intervention: Mobile booths in various towns and other locations with many passers-by, including LNOB?: |
| | Strategies Designed that include LNOB | | | | |
| | 3 | 3 | 3 | 4 | |

Outcome 5 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|---|----------------------|-------------|-------------------------------------|--------|---|
| | Prevalence | | | | |
| Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time | Yes | Yes | Yes | Yes | The Grenada Women's Health and Life Experiences Survey was conducted in 2018. The survey produced globally comparable data on the prevalence and incidence of violence against women and girls. It is not recommended that another survey be conducted within five years. Therefore, none is planned within the lifetime of the Spotlight Initiative. However, consideration is being given to whether the data system being developed can produce prevalence data. |
| | Incidence | | | | |
| | Yes | Yes | Yes | Yes | |
| | IPV | | | | |
| Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, harmful practices when relevant, and trafficking and femicide) at country level | No | No | No | Yes | Data from the Security and Social Sectors are not harmonised or publicly available. |
| | FGM | | | | |
| | N/A (not applicable) | | | | |
| | Child Marriage | | | | |
| | N/A (not applicable) | | | | |
| | Femicide | | | | |
| | No | No | No | Yes | |
| | Family Violence | | | | |
| No | No | No | Yes | | |
| | Trafficking | | | | |
| | N/A (not applicable) | | | | |

| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|-----------------------------------|-----------------------------------|-------------------------------------|--|--|
| Indicator 5.1.2 A system to collect administrative data on VAWG/HP, is in place and in line with international standards, across different sectors | 4. Security 5. Social Services | 4. Security 5. Social Services | 4. Security 5. Social Services | 1. Health 3. Justice 4. Security 5. Social Services | An assessment of the data system was conducted. Data from the Security (Police) and Social sectors are collected, but they are not in line with international standards. The system for collecting administrative data will be developed in line with the international standards. It will include data from the security, social, health and justice sectors. |
| Knowledge products | | | | | |
| Indicator 5.2.1 Number of knowledge products developed and disseminated to the relevant stakeholders to inform evidence-based decision making, within the past 12 months | 2 | 0 | 2 | 20 | Topic : Prevalence Data, Title : Grenada Women's Health and Life Experiences Study, 2018 Sector : Social , Topic : Qualitative Report, Title : Grenada Women's Health and Life Experiences: A Qualitative Research Report on Violence against Women in Grenada, 2018 |
| Government Personnel | | | | | |
| Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year | 0 | 5 | 5 | 42 | |
| | Women Government Personnel | | | | |
| | 0 | 5 | 4 | 24 | |
| Indicator 5.2.4 Number of women's rights advocates with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year | 0 | 0 | 2 | 20 | |

Outcome 6 Summary table

| Outcome Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|----------|-------------|-------------------------------------|--------|---|
| Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/ marginalization, increase their coordinated efforts to jointly advocate on ending VAWG. | 5 | 1 | 3 | 20 | |
| Indicator 6.2 Extent to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG | 2 | 2 | 10 | 10 | Name of Mechanism: Universal Periodic Review, Type of tool: UPR reports Name of Mechanism: Implementation Teams for Spotlight Pillars, Type of tool: Citizen Participation in policymaking/decision-making Name of Mechanism: Implementing Partners, Type of tool: other Name of Mechanism: Small Grants , Type of tool: other Name of Mechanism: CS-NRG, Type of tool: Citizen Participation in policymaking/decision-making |
| Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/ marginalization, report having greater influence and agency to work on ending VAWG | 0 | 6 | 6 | 30 | |

| Output Indicator | Baseline | Milestone 1 | Results for Reporting Period (2020) | Target | Reporting Notes |
|--|-----------------------------------|-------------|-------------------------------------|--------|-----------------|
| | Youth | | | | |
| Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year. | 3 | 3 | 3 | 5 | |
| | LNOB | | | | |
| | 6 | 0 | 6 | 10 | |
| Indicator 6.1.4 Number of women's rights groups, networks and relevant CSOs with strengthened capacities to network, partner and jointly advocate for progress on ending VAWG at local, national, regional and global levels, within the last year | 0 | 6 | 7 | 20 | |
| Indicator 6.2.1 Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms for advocacy around ending VAWG, within the last year | 0 | 6 | 7 | 20 | |
| | CSOs with strengthened capacities | | | | |
| Indicator 6.3.1 Number of women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on ending VAWG, within the last year. | 0 | 6 | 7 | 15 | |

Annex B

Risk Matrix



| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: | | Addressing the Risk Please include the mitigating and/or adaption measures taken during the reporting period. | Responsible Person/Unit |
|---|---|---|---|--|--|-------------------------|
| | | | How (and how often) did your programme monitor the risk(s) during the reporting period? | | | |
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Contextual risks | | | | | | |
| National hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities | Likely (4) | Extreme (5) | Continuously | Contingency Plans and Business Continuity Plans from RCO and RUNOs | Agencies reviewed their Business Continuity Plans. Further actions would continue. RUNOs have reviewed and tweaked Spotlight activities to make them COVID-proof; this involved considering the “new normal” in the Grenadian context. These COVID-proof activities should be implementable even in the event of a natural disaster. Changes are reflected in the 2021 AWP. | UNRCO |
| National hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities | Unlikely (2) | Moderate (3) | Periodically | National Policy Statements | Gov’t expressed commitment to gender equality and a rights-based approach, as demonstrated in priorities set and actions taken, even before Spotlight. The Programme would invest in building the capacity of women’s rights organisations, other relevant CSOs and the National Gender Machinery (Division of Gender and Family Affairs within the Ministry of Social Development, Housing and Community Empowerment) so that they can continue to advocate, create and implement effective GEWE programmes beyond Spotlight to continue to work towards SI objectives. The Ministerial Gender Focal Points, who are based within all Government Ministries and selected Statutory Bodies, have been engaged and would receive training to be effective and efficient champions within the Government Sector to promote gender equality and end all forms of violence against women and girls including family violence, Intimate partner violence and child sexual abuse. There is public support to end VAWG, especially sexual violence against children. The Programme would invest in increasing the level of support. | UN Women, UNDP |

| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: | | Addressing the Risk Please include the mitigating and/or adaptation measures taken during the reporting period. | Responsible Person/Unit |
|--|---|---|---|---|--|---|
| | | | How (and how often) did your programme monitor the risk(s) during the reporting period? | | | |
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Significant conservative discourse related to male marginalization, that men and boys as a group have been made vulnerable and marginalized as a result of women progress. | Likely (4) | Major (4) | Quarterly | Action Plans, materials being produced | The UN System started to work with government and CSOs to sensitise all stakeholders, including programme beneficiaries and implementers, that focus on IPV and child sexual abuse is necessary due to the scale of women's and girl's experiences of violence within the family and the impact that VAWG has on the wider community. They also included conversations to dispel the myth that gains made to eliminate family-based VAWG and empower women and girls result in marginalization and discrimination of men and boys. The Spotlight Guidance Note on Engaging Men and Boys was shared with relevant partners. | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO |
| NEW RISK: Novel Coronavirus (COVID-19) Pandemic causes extended shut down and shift in priorities | Almost Certain (5) | Major (4) | Weekly | Media releases by the Governments of Barbados and Grenada | The AWP was revised to include strategies for remote work by key partners and facilitate increased capacity to deliver online services and training | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO |
| Programmatic risks | | | | | | |
| Project funding risks being inadequately financed, following its medium term review, and will require a reduction in the activities to be completed. | Possible (3) | Extreme (5) | Once per year | Mitigation actions to commence | The Programme has accelerated delivery, and through the mantra "move money meaningfully," it is focusing on activities, processes and outputs that are transformational and sustainable. It is also working towards securing Phase 2 to be able to continue the Programme beyond the mid-term review. | UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO |
| Reluctance of state institutions to share VAWG and family violence data generated | Likely (4) | Major (4) | Quarterly | Mitigation actions to commence | National administrative data remains unavailable; no reluctance is observed regarding available data from institutions, nor of national prevalence data. A system for national administrative data will be developed. It will include protocols for collecting, processing and disseminating data. Training for stakeholders on data collection on new tools targeting the Police Force, the Ministry of Social Development, Supreme Court Registry, Statistical Division and CSOs will develop skills and willingness to apply the system. A National Data Hub will be created for administrative records relating to violence against women and girls. Further, the national and sub-national Coordination teams will monitor relevant trends for prevention and response. | UNDP |

| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: | | Addressing the Risk Please include the mitigating and/or adaptation measures taken during the reporting period. | Responsible Person/Unit |
|--|---|---|---|--|--|----------------------------------|
| | | | How (and how often) did your programme monitor the risk(s) during the reporting period? | | | |
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Implementation readiness for January start date, especially for CSOs | Likely (4) | Major (4) | Monthly | Acceleration of implementation and delivery rate to be monitored by Technical Coherence and Operations Committee | While delays were experienced for approximately nine months due to uncertainty before the launch held in March, and the COVID-19 pandemic, the Programme instituted measures to accelerate delivery and achieve 70% delivery rate during the 1st quarter of 2021. Strengthening the women's movement and other civil society organisations is a priority. Work is being done with CSOs especially in capacity building to help equip, enhance and retain the skills of CSOs and women's rights groups in Grenada so that they can adequately perform and implement their activities under the Project. Resources will also be made available to assist where necessary to prevent any more possible delays. Check-ins were done with awarded CSOs to get feedback and provide guidance on the way forward. | UN Women, UNDP, UNICEF, PAHO/WHO |
| Resistance to messaging re gender equality, changing social norms, and vulnerable groups. | Possible (3) | Minor (2) | Continuously | Media monitoring | 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 will, in the long run, change the tide. Activities are being planned within all Pillars to address this resistance, including the use of drama for messaging. Also, the medium for posting messages will mainly be social media platforms that are commonly used. The Programme Team, supported by the Communications Consultant, will develop communication for development (C4D) and social and behaviour change communication (SBCC) campaigns and messaging across programming areas, while supporting partners in their messaging and targeting. | UN Women |
| Capacity of CSOs involved in multiple programmes, activities, and/or communities. | Possible (3) | Major (4) | Quarterly | Monitoring Pillar 6 activities and CSO engagement in other Pillars | The programme management plan has alerted managers of this risk, and the AWP for Pillar 6 has been modified to identify and help bridge the capacity gaps. A strategy for engaging the women's movement and other relevant CSOs would be developed. | UN Women, UNDP, UNICEF, PAHO/WHO |
| NEW RISK: Small number of persons in-country with technical capacity in gender, GBV and human rights | Almost Certain (5) | Moderate (3) | Quarterly | Number of active organisations and individuals involved | Increase technical coherence activities; provide training to partners; institute systems for knowledge sharing; monitor quality and content of outputs by partners and consultants | UN Women, UNDP, UNICEF, PAHO/WHO |

| Risk Assessment (All text in the Risk Management Report: Arial 10 point, normal) | Likelihood: Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1 | Impact: Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1 | Risk Monitoring: | | Addressing the Risk Please include the mitigating and/or adaptation measures taken during the reporting period. | Responsible Person/Unit |
|---|---|---|---|--|---|---|
| | | | How (and how often) did your programme monitor the risk(s) during the reporting period? | | | |
| Risk Please include new risks, if any, denoting these with [New Risk] | | | Periodicity | Source for monitoring | | |
| Institutional risks | | | | | | |
| Lengthy process of signing of Contracts and Agreements (or equivalent) by UN agencies, partners and relevant government institutions, including the Office of the Prime Minister, delaying commencement of project implementation | Possible (3) | Major (4) | Monthly | Review causes of delays | RUNOs have (1) utilised the processes with the shortest time frames for the programme, such as small grants and COVID-19 response processes to recruit partners (2) discussed developing simpler and faster recruitment and engagement processes with their Regional Offices and/or Headquarters, as necessary. The programme has tried to be more strategic and reduce the number of consultants recruited. The Programme also advertised for Consultants and partners through direct means, while maintaining the principles of competition and transparency. | UN Women, UNDP, UNICEF, PAHO/WHO |
| Time needed to operationalize the proposed information management system. | Almost Certain (5) | Major (4) | Quarterly | Mitigation actions to commence | Plan for management of Programme information is being developed. | UNDP |
| Participation of government and development agencies (e.g. UN and EU) in the interim or National CSO reference group. | Possible (3) | Minor (2) | Quarterly | Attendance registers | The CS-NRG membership is per the guidelines, and consists only of persons from the CSOs. There has been no participation of government in any of the CS-NRG Meetings. UN Women has participated in the other meetings to support the newly-formed NRG - direct support to end as the CS-NRG is settling. UN Women and UNDP participated in a special meeting called to discuss the AWP for Pillar 6. Meetings of the CSO RG were held online, not in Government facilities. | UN Women |
| NEW RISK: Too much time is used in governance and coordination involving the same people in several meetings, thus resulting in diminishing returns | Possible (4) | Moderate (3) | Monthly | Numbers of various meetings planned, lists of invitees | Differentiate duties and agendas of the various committees and teams; schedule meetings in advance and provide adequate notices; avoid frequent meetings with the same core individuals except with their consent | UNRCO, UN Women, UNDP, UNICEF, PAHO/WHO |
| Fiduciary risks | | | | | | |
| CSO may not have the institutional or absorptive capacities | Likely (4) | Extreme (5) | As per specific agreements, with interim monitoring by RUNO | Discussions with CSOs; Interim/progress reports | Implementation rate is being monitored with relevant partners; Implementation of HACT; and the AWP activities for Pillar 6 have been modified to identify capacity gaps and help bridge them. | UN Women, UNDP, UNICEF, PAHO/WHO |

Assumptions:

- ▶ There is political will and high-level buy-in and commitment to realise the outcomes of the Spotlight Initiative in Grenada.
- ▶ Data access will be readily available to inform the design, implementation and monitoring of prevention programmes.
- ▶ Adequate financial and human resources will be available to support the successful implementation of the Grenada Country Programme.
- ▶ Through gender responsive budgeting, the budgetary allocations and investments necessary to ensure that the project results are sustained over time will be made.

Annex C

CSO Engagement Report



| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|--|--------|---|---|--|--|--|---|---|---|
| OUTCOME 1: Legislative and policy frameworks, based on evidence and in line with international human rights standards, on all forms of violence against women and girls and harmful practices are in place and translated into plans. | | | | | | | | | |
| Output 1.3: National, sub-national and/or regional partners have greater knowledge and awareness of human rights obligations and are able to draft laws and/or policies that guarantee the ability of women's rights groups, CSOs and women human rights defenders to advance the human rights agenda. | | | | | | | | | |
| 1 | 1.3 | Windward Islands Research and Education Foundation (WINDREF) | International | 17820 | UNICEF | Implementing Partner (IP) | No | Existing | Other marginalised groups relevant in national context |
| OUTCOME 3: Gender-equitable social norms, attitudes and behaviors change at community and individual levels to preventVAWG and HTPs. | | | | | | | | | |
| Output 3.1: National and/or sub-national evidence-based programmes are developed to promote gender-equitable norms, attitudes and behaviors, including on Comprehensive Sexuality Education in line with international standards, for in- and out-of-school settings. | | | | | | | | | |
| 3 | 3.1 | Grenada Community Development Agency (GRENCODA) - Legal Aid and Counselling Clinic (LACC) | National | 44731 | UN Women | Implementing Partner (IP) | No | Existing | Other marginalised groups relevant in national context |
| Output 3.2: Community advocacy platforms are established/strengthened to develop strategies and programmes, including community dialogues, public information and advocacy campaigns, to promote gender-equitable norms, attitudes and behaviors, including in relation to women and girls' sexuality and reproduction, self-confidence and self-esteem, and transforming harmful masculinities. | | | | | | | | | |
| 3 | 3.2 | Grenada Community Development Agency (GRENCODA) - Legal Aid and Counselling Clinic (LACC) | National | 65035 | UN Women | Implementing Partner (IP) | No | Existing | Other marginalised groups relevant in national context |

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|---------|--------|--|---|--|--|--|---|---|---|
|---------|--------|--|---|--|--|--|---|---|---|

OUTCOME 4: Women and girls who experience violence and harmful practices use available, accessible, acceptable and quality essential services, including for long-term recovery from violence.

Output 4.1: Relevant government authorities and women's rights organizations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including SRHR services and access to justice, to women and girls' survivors of violence, especially those facing multiple and intersecting forms of discrimination.

| | | | | | | | | | |
|---|-----|---|---------------|------|------|---------------------------|-----|----------|--|
| 4 | 4.1 | Grenada Community Development Agency (GRENCODA) - Legal Aid and Counselling Clinic (LACC) | National | 6000 | PAHO | Implementing Partner (IP) | No | Existing | Other marginalised groups relevant in national context |
| 4 | 4.1 | Sweetwater Foundation | International | 6006 | PAHO | Implementing Partner (IP) | Yes | New | Other marginalised groups relevant in national context |
| 4 | 4.1 | Grenada Ladypreneurs Our Women Succeed | National | 6802 | PAHO | Implementing Partner (IP) | Yes | New | Other marginalised groups relevant in national context |

OUTCOME 6: Women's rights groups, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, more effectively influence and advance progress on gender equity and women's empowerment, and ending VAWG.

Output 6.3: Women's rights groups and relevant CSOs representing groups facing multiple and intersecting forms of discrimination/marginalization have strengthened capacities and support to design, implement and monitor their own programmes on ending VAWG.

| | | | | | | | | | |
|---|-----|--|-------------------|------|----------|---------|-----|----------|--|
| 6 | 6.3 | Grenada Education and Development Programme (GRENEDE) | Local/ Grassroots | 4963 | UN Women | Grantee | Yes | Existing | Other marginalised groups relevant in national context |
| 6 | 6.3 | GrenCHAP | National | 5000 | UN Women | Grantee | Yes | New | Rural women and girls |
| 6 | 6.3 | The Beaton, Laura, La Femme and Bailes Bacolet (BLLB) Community Development Organisation | Local/ Grassroots | 5000 | UN Women | Grantee | Yes | New | LGBTQI persons |

| Outcome | Output | Name of Civil Society Organisation (CSO) | Type of CSO (see definition below table) | Total Award Amount (USD) (see definition below table) | Name of Recipient UN Organisation (RUNO) funding the CSO | Modality of Engagement (see definition below table) | Is this CSO woman-led and/or women's rights organisation (WRO)/ feminist CSO? (see definition below table) | Is the CSO a new or existing partner? Please indicate if the RUNO has/has not partnered with the CSO prior to the Spotlight Programme start. (see definition below table) | Primary Vulnerable/ Marginalised Population Supported by Award (see explanation below table) |
|---|--------|--|---|--|--|--|---|---|---|
| PROGRAMME MANAGEMENT COSTS (including pre-funding) - NOTE PMC funds dispursed to CSOs in 2020 | | | | | | | | | |
| | | Prefunding | | | | | | | |
| | | | TOTAL AWARDS TO CSOs | 161357 | | | | | |

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

Annex D

Innovative, Promising or Good Practices

State of a practice: good practice or promising practice?

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

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

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

Guidance and Template on Innovative, Promising and Good Practices

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

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

Definition of an Innovative Practice

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

Definition of a Promising Practice

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

Definition of a Good Practice

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

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

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

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

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| Title of the Innovative, Promising or Good Practice | 1. Engaging Government for High Level National Leadership |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | <p>Government was invited to play a major role in the design of the Programme, and to participate in the governance and implementation of the programme activities.</p> <p>The Spotlight Initiative was seen as an opportunity to facilitate a Whole-of-Government approach to addressing the wicked problem of VAWG in Grenada. It was also noted that implementation of the Spotlight Initiative in Grenada must be Grenada-led, both because EAWG had been already identified as a national priority and because the RUNOs are based in and operate from Barbados. Therefore, the Government of Grenada took the decision to institute mechanisms to support governance and implementation.</p> |
| Objective of the practice | <ul style="list-style-type: none"> • To garner national ownership and commitment to the Programme. • To lay the way for sustainability of the interventions and outcomes through integration within the Ministries and Departments of the Government. • To support the Government in fulfilling its obligations as the primary duty bearer. |
| Stakeholders involved | <p>The beneficiaries were the rights-holders in Grenada, Carriacou and Petite Martinique.</p> <p>The main target group is the Government of Grenada.</p> |
| What makes this an innovative, promising, or good practice? | <p>The mechanisms for governance and implementation that were instituted by the Government of Grenada include:</p> <ul style="list-style-type: none"> • Identifying nine of the fifteen Ministers to participate in a high-level dialogue on the Grenada Spotlight Initiative. This included the Prime Minister himself, as the Minister for National Security. • Assigning the MoSDHCE as the Lead Implementing Partner for the Grenada Spotlight Initiative, with the DGFA, being the NGM, as the Technical Division responsible for the Programme. Therefore, the Minister of that Ministry is the Co-Chair of the NSC while the Permanent Secretary is the Co-Chair for the TCOC, and the Head of the NGM is the local Technical Coherence Lead. • Selecting five Senior Government Officials at the Technical Level to lead Pillars 1-5 and serve as the counterparts to the Spotlight Technical Leads from the RUNOs. The Pillar Leads met several times in 2020 as a Local Technical Committee, chaired by the Permanent Secretary for Social Development. They also established Implementation Teams, one for each of the five Pillars. • Tasking the Inter-Ministerial Council of Gender Focal Points to be the Government Reference Group and facilitate a whole-of-Government approach to the Programme. This is itself an innovative addition to the Governance structure of the Grenada Spotlight Initiative. |
| What challenges were encountered and how were they overcome? | <p>Mobilising the support from the Pillar Leads to accept this responsibility was a challenge, especially noting their daily duties. It was overcome by discussing options for including this responsibility within their regular duties, and recognising how the Spotlight can help build their expertise as individuals and contribute to achieving the goals of their Unit/Division/Ministry. The MoSDHCE also sought the approval of Cabinet to establish the structures.</p> |
| Outputs and Impact | <p>The Government of Grenada had endorsed Spotlight Initiative and approved its implementation in Grenada. The decisions were taken at the highest level, by the Cabinet of Ministers, which assigned the Minister for Social Development, Housing and Community Empowerment as the lead Minister.</p> <p>During the periods of lockdown during the COVID-19 Pandemic, the Pillar Leads, their staff and Implementation Teams were able to advance preparation of guidelines and campaigns, negotiate agreements with RUNOs, provide input to the Terms of Reference developed for various consultancies, and so on, even while working from home. The initiative and leadership they displayed may not have come into being had they not been assigned the responsibilities by the Cabinet. In fact, the Technical Leads from the RUNOs, who were all based in Barbados, were made aware of their counterpart within the State Apparatus, so the much-needed collaboration was ongoing through remote work and virtual communication, thereby making acceleration of programme delivery more realistic.</p> <p>The benefits of having a wider number of persons carrying the responsibilities for leading different Pillars and activities were also felt as it facilitated transitions when the Head of the National Gender Machinery changed jobs and Programme implementation continued with little disruption, even before her replacement was in place. Further, the competence and confidence of the Pillar Leads and members of the Implementation Teams have increased over time, as demonstrated in the ease with which they represent the issues being addressed</p> |
| Adaptable (Optional) | |
| Replicable/Scale-Up (Optional) | <p>This strategy could be replicated for other national priorities and multi-faceted projects in Grenada. It could also be replicated/adapted for other Small Island Developing States, especially those in which the Development Partners do not have physical presence.</p> |

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| Sustainable | <p>Government expressed commitment to gender equality and ending violence against women and girls by recognising them as national priorities in three main policy documents: the Gender Equality Policy and Action Plan; the Medium-term Agenda; and the National Sustainable Development Plan. Significant actions had also been taken recently, two of which were the formation of a Special Victims Unit within the Royal Grenada Police Force in 2018, and the establishment of an Inter-Ministerial Council of Gender Focal Points in 2017. Gender Focal Points are based within all Government Ministries and Statutory Bodies and they have a mandate to advocate for and facilitate gender mainstreaming in the whole-of-government. These pre-dated the Spotlight Initiative. However, they set the stage for the sustainability of its interventions and outcomes.</p> <p>Engaging Government for high level national leadership increased the likelihood that the proposed policy and legislative reform, strengthening of the institutions, and so on would be accepted by Cabinet and become embedded within the Government. This would therefore make them sustainable for the long term.</p> |
| Validated (for a good practice only) | |
| Additional details and contact information | Permanent Secretary, Ministry of Social Development, Housing and Community Empowerment |
| Title of the Innovative, Promising or Good Practice | 2. Meaningful participation by the Women's Movement and Civil Society |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | The Programme, supported by the Government in the early stages, facilitated the establishment of the Interim CS-NRG which then charted the way for the formal CS-NRG. Once formed, the CS-NRG was invited to participate in substantive ways. In addition, the women's movement and other CSOs were also invited to continue their participation into the implementation phase. |
| Objective of the practice | To ensure inclusion and strengthening of the women's movement and civil society in the design, implementation and governance of the Grenada Spotlight Initiative. |
| Stakeholders involved | <p>The target groups were:</p> <ul style="list-style-type: none"> • Women's movement • Civil society • Civil Society National Reference Group |
| What makes this an innovative, promising, or good practice? | <p>Innovation in this regard were:</p> <ul style="list-style-type: none"> • The Chairperson of the CS-NRG was identified as the Local Lead for Pillar 6, and therefore the counterpart to the RUNO Technical Lead for that Pillar. • The CS-NRG, the women's movement and wider civil society were included in reviewing Pillar 6 activities in the preparation of the 2021 AWP. After describing the challenges that the women's movement and CSOs were having in the current context, the representatives shared their views about the activities and strategies they'd like to see implemented. The activities were modified to reflect their input. • Each Joint Pillar Team for Pillars 1-5 would include a representative from the CS-NRG and a representative from a women's organisation or another CSO. • The Joint Pillar Team for Pillar 6 would include a representative from each of the umbrella organisations: the Grenada National Organisation of Women (GNOW) for the Women's Movement; the Grenada National Coalition on the Rights of the Child (GNCRC) for the children's rights advocates; and the Inter-Agency Group of Development Organisations (IAGDO) for the other CSOs. • Inviting a wide range of CSOs to be engaged as grantees, including some that were not normally engaged in EVAWG responses in the past. |
| What challenges were encountered and how were they overcome? | <p>There were three main challenges to be overcome:</p> <ul style="list-style-type: none"> • The women's movement and civil society is made of a small number of active organisations, and relatively few activists and advocates who are often affiliated to more than one organisation. Therefore, it was challenging to recruit membership into the CS-NRG, especially as there was a conditionality that members of the CS-NRG should not be directly affiliated with CSOs that were implementing partners. To mitigate this, the Programme sought a process to maintain the principles related to conflict of interest while allowing active members of CSOs to become members of the CS-NRG. The process is that individual members would be required to declare possible conflict of interest and recuse themselves from deliberations and decisions about matters directly related to their agencies/organisations. The Programme is also exploring ways to expand the number of active participants in GEWE and EVAWG through a revised Pillar 6. • Finding suitable times for the meetings and other engagement activities – many of the activists in the civil society hold jobs outside of civil society. Therefore, they are not always available during the hours when Government partners are available. To mitigate this, many of the activities that involve mainly CSO partners are held during the late afternoon or early evening. By expanding the number of active participants, a wider range of representatives can be called upon while demands placed on any individual should decrease. • The organisation at the core of the women's movement is experiencing systemic, administrative and operational challenges. Having consulted with the CS-NRG, the leadership of the umbrella women's organisation, and other civil society organisations, the Programme would develop recommendations that the RUNOs can apply to ensure that the women's rights organisations at the heart of the women's movement was not left behind. |

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| Outputs and Impact | The engagement of the CS-NRG, women's movement and CSOs in these meaningful ways is resulting in greater community participation; expansion and strengthening of the women's movement and civil society; increased advocacy for continued action; and the reactivation of networks to hold the State accountable for GEWE, VAWG and the principle of LNOB. |
| Adaptable (Optional) | |
| Replicable/Scale-Up (Optional) | |
| Sustainable | Developing the capacity of the women's movement would be critical for the sustainability of this initiative. It is important to focus on the women's movement because the women's rights advocates are the ones who are expected to lead the charge for continued advocacy and accountability for GEWE and EVAWG, even when the other civil society actors address the other issues within their mandate. The women's movement would be expected to play a leading role in mobilising the support of other CSOs and the wider society for making advances in these areas. |
| Validated (for a good practice only) | |
| Additional details and contact information | <ul style="list-style-type: none"> - Programme Coordinator, Grenada Spotlight Initiative - Spotlight Technical Leads, RUNOs - Chairperson, CS-NRG |
| Title of the Innovative, Promising or Good Practice | 3. Creating structures for increased partnership, technical coherence and programme cohesion |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | The programme established Joint Pillar Teams and a Grenada Spotlight Community of Learning. These additional structures were formed late in 2020, after the onboarding of the Programme Coordination and implementation Unit. They were instituted as it was recognised that there was a risk that activities could be implemented in a disjointed way, without adequate attention to the intended outcomes of the Pillar, overall programme cohesion or technical soundness. The structures are expected to last the lifetime of the Programme. |
| Objective of the practice | <ul style="list-style-type: none"> • To facilitate collaboration, knowledge sharing and technical cohesion. • To build competence among an increased number of persons in the themes required for transformative implementation. • It would also be a space for consultation on various products of the Programme, such as draft policies. |
| Stakeholders involved | <p>The main target groups are:</p> <ul style="list-style-type: none"> • The RUNOs and Associated Agency • Members of the Governance and implementation structures • o Grantees and partners |
| What makes this an innovative, promising, or good practice? | <ul style="list-style-type: none"> • A Joint Pillar Team was identified for each Pillar of the Programme. Each Team is co-chaired by the Technical Lead from the RUNO and the local Pillar Lead. The other members include the RUNO and Associated Agency that support that Pillar, the Technical Coherence Lead, identified key stakeholders within Grenada, and the Programme Coordinator. • A Grenada Spotlight Community of Learning was started. This Community includes everyone serving on the governance and implementation teams, as well as the implementing partners and grantees. |
| What challenges were encountered and how were they overcome? | The main challenge identified so far was enrolling the people who were already engaged to devote more time towards the Grenada Spotlight Initiative. However, the main leads have recognised the importance of these structures for technical coherence, programme cohesion and meaningful implementation. The Programme has determined to schedule meetings with sufficient advance notice to allow individuals to plan accordingly, and to carefully plan the purpose and agendas of meetings to produce clear results that move the Programme forward. This way, the participants would be expected to develop a sense of accomplishment as a result of their involvement. |
| Outputs and Impact | <p>The results were seen in the level of clarity among partners regarding the range of key stakeholders, the ability to explore options to overcome barriers in implementation of certain activities, and the creation of a shared understanding of the activities and their contributions to the greater outcomes and overall impact. Opportunities for cohesion among pillars have also been identified.</p> <p>This innovation was creating spaces for inter-professional collaboration to address the wicked problem of VAWG. As a result, it would contribute to building national capacity to address EVAWG and GEWE in a comprehensive manner.</p> |
| Adaptable (Optional) | |
| Replicable/Scale-Up (Optional) | |

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| Sustainable | The opportunities for collaboration provided through these structures were laying the basis for creating the Coordination Mechanisms at the national and sub-national levels, especially the principles of inclusion, stakeholder participation and LNOB. |
| Validated (for a good practice only) | |
| Additional details and contact information | Programme Coordinator, Grenada Spotlight Initiative |
| Title of the Innovative, Promising or Good Practice | 4. Developing the capacity of Staff Members of Government Partners |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | <p>Some of the tools developed in Pillar 4 and the prevention messages developed in Pillar 3 were drafted by staff members involved in the Implementation Teams. In addition, the Pillar 3 explored and piloted new strategies and media for marketing behaviour change messages, such as using bus wraps and maximising social media presence through a strategy called “boosting”.</p> <p>This innovation emerged because the staff members of the Parenting Unit and GBV Unit in the Division of Gender and Family Affairs recognised the need for safety guidelines during the Pandemic. They were also eager for campaign activities to be implemented even before the funds became available through the partnership arrangements with the RUNOs. The preparation of these outputs started during the period of the “lockdown”, while workers were operating from home. It continued after they resumed working from office.</p> |
| Objective of the practice | <p>The original objectives were:</p> <ol style="list-style-type: none"> 1. To meet the immediate need for guidelines and procedures during the COVID-19 Pandemic 2. To advance preparation for implementation before the funds became available through the agreements with the RUNOs |
| Stakeholders involved | The key target groups were the staff members of the Division of Gender and Family Affairs of the Ministry of Social Development, Housing and Community Empowerment. The Division of Gender and Family Affairs in the Ministry of Social Development, Housing and Community Empowerment is the National Gender Machinery. |
| What makes this an innovative, promising, or good practice? | <p>Some of the tools developed in Pillar 4 and the prevention messages developed in Pillar 3 were drafted by staff members involved in the Implementation Teams. The tools drafted by the Implementation Team for Pillar 4 included the Procedural Manual for clients at the Cedars Home, the COVID-19 Response Protocol, and updated intake and referral forms, while the Pillar 3 Team prepared the messaging and, in some cases, the creative artwork for the two campaigns conducted. In addition, they explored and piloted new strategies and media for marketing the behaviour change messages, such as using bus wraps and maximising social media presence through a strategy called “boosting”.</p> <p>This is an example of how opportunities can be created for capacity development by using processes to showcase and enhance technical competence and increase professionalism.</p> |
| What challenges were encountered and how were they overcome? | The main constraint was the lack of technical guidance in graphic design and messaging to make the process more seamless. This, coupled with the number of times the messages and artwork had to be modified before they could be accepted created some anxiety as the personnel were also engaged in their other duties. |
| Outputs and Impact | <p>The tools drafted by the Implementation Team for Pillar 4 included the Procedural Manual for clients at the Cedars Home, the COVID-19 Response Protocol, and updated intake and referral forms.</p> <p>The Pillar 3 Team prepared the messaging and, in some cases, the creative artwork for the two campaigns conducted.</p> |
| Adaptable (Optional) | |
| Replicable/Scale-Up (Optional) | <p>Capacity development of the Staff could be scaled up by supporting the staff members in developing their messaging, design and IT skills so they could generate additional campaigns at more professional levels and scale up the impact of those campaigns. It was recommended that technical assistance should be directed to supporting the staff members in these ways and less so on external campaign developers.</p> <p>The Staff Members who did the research to develop the Guidelines should be recognised for their work, such as by including their names in the manuals produced, just as one does for external consultants. They could also be provided the opportunity to speak on these guidelines, thereby allowing others to become aware of their professionalism.</p> |
| Sustainable | This innovation would allow for sustainability of the interventions, as the capacities were being explored and developed “inhouse” and there would be greater buy-in by the staff, especially those who directly participated in creating the products. Less dependence on external consultants would also support sustainability since the resources would not necessarily be available after the Programme ends, but the staff members whose capacities were developed would be more likely to available to continue the initiative for a longer time. |

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| Validated (for a good practice only) | |
| Additional details and contact information | <ul style="list-style-type: none"> - Coordinator, Committee for the Prevention of Child Sexual Abuse, Ministry of Social Development, Housing and Community Empowerment (Pillar Lead for Pillar 3) - Parenting Coordinator, Parenting Unit, Ministry of Social Development, Housing and Community Empowerment (Pillar 3 campaign under the National Parenting Programme) - GBV Programme Officer, GBV Unit, Ministry of Social Development, Housing and Community Empowerment Pillar Lead for Pillar 4 |
| Title of the Innovative, Promising or Good Practice | 5. New ways of working |
| Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? | RUNOs adopted virtual working platforms. This became necessary due to COVID-19, and this extended to working with the partners and other stakeholders. |
| Objective of the practice | <ul style="list-style-type: none"> • To start active implementation of the Grenada Spotlight Initiative • To provide support to the country during the periods of “lockdown” and extended curfews which resulted in remote working arrangements. • To maintain an adequate level of development assistance during the periods when the populations need them the most. |
| Stakeholders involved | <ul style="list-style-type: none"> • RUNOs • Government • CSO |
| What makes this an innovative, promising, or good practice? | <ul style="list-style-type: none"> • RUNOs adopted virtual working platforms. This became necessary due to COVID-19, and this extended to working with the partners and other stakeholders. This modality accommodated wider collaboration among stakeholders, joint interagency planning meetings and sharing on issues and challenges. The frequency and clarity of these exchanges allowed for new and innovative interventions, even in the context of the current pandemic. It also required that support be provided to develop the capacity of partners to engage using virtual means. As a result, it was decided that much of the budget allocated for venues and meals that would have been necessary for face-to-face engagements should be allocated instead to providing laptops and other means to facilitate virtual engagement, such as consultations, workshops and meetings |
| What challenges were encountered and how were they overcome? | The limitations faced by the Government of Grenada prevented it from providing equipment to many of its staff, including Senior Technical Officials, even when remote work was required. The programme recognised that support should be provided to develop the capacity of partners to engage using virtual means. As a result, it was decided that much of the budget that had been allocated for venues and meals that would have been necessary for face-to-face engagements should be allocated instead to providing laptops and other means to facilitate virtual engagement, such as consultations, workshops and meetings. The resource support for this innovation is reflected in the 2021 Annual Workplan. |
| Outputs and Impact | <p>This modality accommodated wider collaboration among stakeholders, joint interagency planning meetings and sharing on issues and challenges. The frequency and clarity of these exchanges allowed for new and innovative interventions, even in the context of the current pandemic.</p> <p>Virtual methodologies have also facilitated the collaboration among key partners who are based in different countries, importantly noting that the RUNOs are based in Barbados, while the Implementation Partners, Stakeholders and Grantees are based in Grenada.</p> <p>It has also reduced the operational costs through savings in the allocations for travel.</p> |
| Adaptable (Optional) | |
| Replicable/Scale-Up (Optional) | |
| Sustainable | To make the use of virtual methodologies more sustainable, the Government and civil society partners should be supported to develop their capacity such as by provision of suitable equipment, software and internet connections. Their staff and volunteers could also be trained to use the technology more effectively. Further, they may need support to develop guidelines and policies for the use of the technology, including online safety and data management. |
| Validated (for a good practice only) | |
| Additional details and contact information | Spotlight Technical Leads, RUNOs |



Spotlight Initiative

