



**Spotlight
Initiative**

*To eliminate violence
against women and girls*

Grenada

Final Cumulative Narrative Programme Report

01 January 2020 - 31 December 2023

An initiative of the United Nations funded by the European Union



Programme Title & Programme Number

Programme Title:

Grenada Spotlight Initiative to end Violence Against Women and Girls

MPTF Office Project Reference Number:

00119131

Priority Regions/Areas/Localities for the Programme

National Programme – Grenada (all 6 parishes: St. George, St. John, St. Mark, St. Patrick, St. Andrew, St. David), Carriacou and Petite Martinique

Recipient Organisation(s)

- UNDP
- UNICEF
- UN Women
- PAHO/WHO

Key Partners

UNFPA
Government of Grenada

- Ministry of Social & Community Development, Housing and Gender Affairs
- Attorney General's Office, Ministry of Legal Affairs
- Central Statistical Office, Ministry of Economic Development
- Royal Grenada Police Force
- Ministry of Education, Youth, Sports and Culture
- Ministry of Health, Wellness and Religious Affairs
- Child Protection Authority

Women's Rights Organisations and other Civil Society Organisations

Programme Cost (USD)

Total Budget, as per the Spotlight CPD:
2 357 143 USD

Phase Spotlight funding: 2 357 143 USD

Agency Contribution: 1 173 462 USD

Spotlight Funding and Agency Contribution by Agency:

Programme Start and End Dates

Start Date: 01 January 2020

End Date: 31 December 2023

Name of RUNO	Spotlight	UN Agency Contributions (USD)
UNICEF	294,970	357,900
UNDP	519,318	275,000
UN Women	1,011,126	337,962
PAHO/WHO	531,729	202,600
Total	3,530,605 USD	

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List of Acronyms

CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CPA	Child Protection Authority
CS-NRG	Civil Society National Reference Group
CSO	Civil Society Organisation
EUD	European Union Delegation
EVAWG	Ending Violence Against Women and Girls
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
GRB	Gender-Responsive Budgeting
LGBTIQ+	Lesbian, Gay, Bisexual, Transexual, Intersex, Questioning plus other non-binary persons
LNOB	Leaving No One Behind
NGM	National Gender Machinery
NSC	National Steering Committee
OECS	Organisation of Eastern Caribbean States
PAHO/WHO	Pan-American Health Organisation/World Health Organisation
PCIU	Programme Coordination and Implementation Unit
RUNO	Recipient United Nations Organisation
SOPs	National Standard Operating Procedures for Gender Based Violence for Grenada
TCOC	Technical Coherence and Operations Committee
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP United	Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN RC	United Nations Resident Coordinator
UN RCO	United Nations Resident Coordinator's Office
VAWG	Violence against Women and Girls
WROs	Women's Rights Organisations

Executive Summary

The Grenada Spotlight Initiative to End Violence Against Women and Girls stands as a global example in the collective effort to eliminate violence directed at women and girls. Commencing in January 2020 and concluding in December 2023, this comprehensive programme was implemented with strategic objectives designed to prompt transformational change, ultimately envisioning a world free from gender-based violence (GBV) in the family.

The Spotlight Initiative has brought Grenada many steps closer to the vision that all women and girls in Grenada, Carriacou and Petite Martinique, particularly those most vulnerable, live a life free of intimate partner violence, sexual abuse and other forms of family and gender-based violence. It resulted in transformations along the three priorities as identified by the government and civil society of Grenada, the Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS and CARICOM/CARIFORUM (Organisation of Eastern Caribbean States and Caribbean Community/Caribbean Forum), and the United Nations (UN). It strengthened the individual and institutional capacity of government, women's rights organisations (WROs) and other civil society organisations (CSOs).

The Programme advanced prevention and laid the foundation for legislative reform and sustainability by promoting new norms for social and behaviour change in relation to violence against women and girls (VAWG), gender equality and women's empowerment. Most critically, the programme supported the provision of quality, essential services to respond to VAWG, ensuring that the hundreds of women and girls experiencing intimate partner violence and sexual abuse per year can receive improved services. Visionary leadership by the Government of Grenada provided the impetus for implementing the activities of the programme, achieving results, and mobilising the levels of commitment expressed towards its sustainability. The government took national leadership from the stage of designing the programme in 2019 right through to its completion in 2023, including through general elections and a change in government in 2022. The Ministry of Gender Affairs, in its capacity as the National Gender Machinery (NGM), was the lead Ministry, and it played a convening role for

Ending Violence Against Women and Girls calls for comprehensive, consistent, and collaborative actions that address the broader issue of gender equality and women's empowerment.

~ Senator the Hon. Gloria Thomas, Minister with responsibility for Social Development and Gender Affairs, Ministry of Social & Community Development, Housing and Gender Affairs, speaking at the Closing Ceremony of the Grenada Spotlight Initiative, 2023

government ministries and departments, as well as civil society. The Government appointed senior technical officers to be local pillar leads serving as counterparts to the Technical Focal Points of the Recipient United Nations Organizations (RUNOS) and to support coordination of the pillar. The government also upgraded the NGM from a Division to a Ministry and proceeded to expand its three units which facilitated the transformations such as scaling up of services and prevention. The NGM also assisted in mobilizing WROs and other CSOs, and facilitated their access to grants for implementing activities, as well as participation in the many consultative and capacity development processes.

2 Successes Per Pillar

OUTCOME 1 Laws & Policies

- Government mainstreamed gender-responsive budgeting for the 2024 national budget.
- Government committed to establish coordinating mechanisms on ending VAWG, to be comprised of various sectors.

OUTCOME 2 Strengthening Institutions

- Services in response to intimate partner violence and sexual abuse would be guided by a Policy on the Rights of Victims and Survivors.
- Recommendations were made to address specific legislative gaps in relation to family law, sexual offences, domestic violence, and victim rights.

OUTCOME 3 Prevention & Social Norms

- The UN Women Foundations Programme was introduced as a behaviour change programme for young men and women.
- Campaigns and other activities were executed to promote behaviour change in the entire population, such as by using drama, jingles, social media and community activities.

OUTCOME 4 Quality Services

- National Standard Operating Procedures for GBV for Grenada were launched and training conducted for service providers from the social, health, policing and justice sectors.
- 6 facilities were retrofitted and 6 CSOs strengthened to provide improved or scaled-up services to victims and survivors of GBV.

OUTCOME 5 Data

- Grenada InfoSAFE, a web-based system for the collection of harmonised administrative data, was launched, and training was conducted for users.
- Equipment and software were provided to data-producing and advocacy agencies to support data collection, analysis and use.

OUTCOME 6 CSOs/Women's Movement

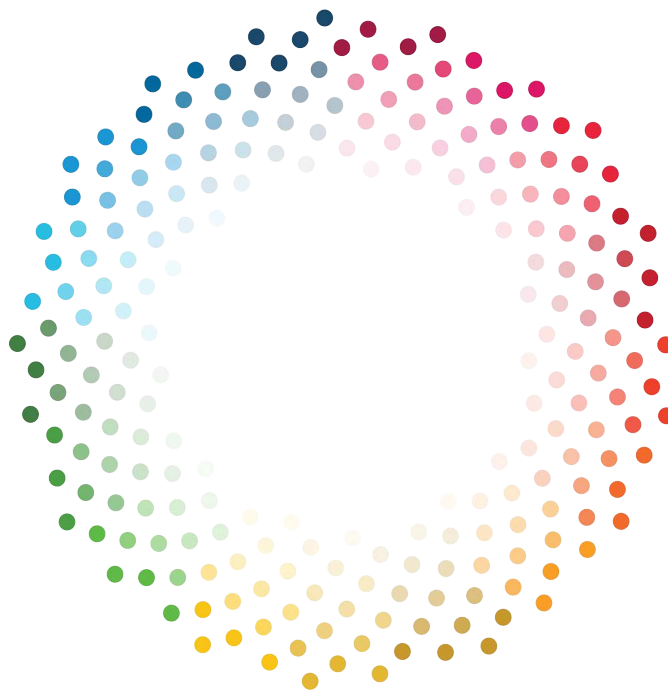
- 20 CSOs received grant funding to support their capacity building and to implement specific activities.
- CSOs had opportunities to participate in activities to build their capacity, such as through training.

In addition to the Ministry of Gender Affairs, several other ministries and departments were directly involved in implementing activities. The Attorney General's Office led actions on law reform (Pillar 1), and the Central Statistics Office of the Ministry of Economic Development led the work on data collection and use (Pillar 5). The Ministries of Education, Youth, Carriacou and Petite Martinique Affairs, Health and others also implemented specific activities. Government departments such as the Royal Grenada Police Force (RGPF) and the Child Protection Authority (CPA) played important roles.

WROs and other CSOs in Grenada also played crucial roles by contributing to programme design, governance and implementation. Over 45 CSOs improved their capacity to take action for gender equality and women's empowerment (GEWE) and ending violence against women and girls (EVAWG). Of those, 20 were grantees and partners that implemented various activities, contributing to the results across all the pillars. Recognizing that CSOs had been experiencing a period of decline, the programme spared no effort in mobilizing and supporting them to play a meaningful role, including

providing support to the Civil Society National Reference Group (CS-NRG). Special attention was given to the WROs and groups serving women and girls facing multiple and intersecting forms of discrimination. WROs and CSOs have indicated that their involvement in the programme has assisted them in recovering from the impact of COVID-19, helped them to understand their roles in addressing issues affecting women and girls, and increased their capacity to take actions beyond this programme. Recipient United Nations Organisations (RUNOS) have committed to continue to engage the WROs and the CSOs in their future work in Grenada.

Leaving no one behind (LNOB) principle was well addressed. In general, the programme provided opportunities for partners, beneficiaries and stakeholders to co-design activities and knowledge products. However, the programme realised that assumptions could not be made about inclusion, even in a small country, therefore, categories of LNOB groups were identified and targeted to ensure that they were directly engaged and that the results reached them. By making the groups visible, the programme ensured that activities and results were



brought to the residents of Carriacou and Petite Martinique, people in the rural communities of Grenada, and women and girls facing multiple and intersecting forms of discrimination, such as members of the LGBTIQ+ community and persons with disabilities.

Good practices emerged, yielding lasting results. But the programme also confronted challenges and addressed contextual risks. The most significant and persistent challenges were the small number of individuals and organisations working on EVAWG and GEWE, low technical and institutional capacity, as well as time-consuming processes and delays. The programme responded by expanding and diversifying the pool of consultants and the range of WROs and CSOs engaged to avoid over-reliance on a very small group and to increase the number of people and organisations actively involved in the work on EVAWG and GEWE. The programme also invested in building individual and organisational capacities and capabilities of WROs, CSOs and Government, thereby contributing to sustained action and further progress.

Implementation of this comprehensive programme resulted in lessons that could be applied to future work on EVAWG as well as other programmes. The most important lessons are that collaboration needs preparation, consistent human resources are required for the core programme management functions, mechanisms must be put in place to facilitate meaningful engagement and programmes should be designed to be more realistic for implementation and management. Therefore, it is recommended that mechanisms for partnerships should be planned and established early, and that management and implementation teams should be put in place before the programme start date and remain in place to carry out programme closure and transition activities after implementation is completed.

GOOD PRACTICES

1. Government provided high level national leadership.
2. Meaningful participation of the women's movement and civil society was ensured.
3. Technical Coherence was supported by evidence and the normative framework.
4. The principle of Leaving No One Behind (LNOB) was well addressed.

It is also recommended that the results, activities, governance structure and other aspects of future programmes should be designed with greater attention to the circumstances in which implementation would take place, as well as the realities of addressing social problems, with a focus on fewer, but strategic and better-resourced, activities to achieve the transformative results intended. Resulting from the programme, partners now have opportunities to utilize a wide range of products that were generated, project and prepare implementation teams, create systems and procedures to enable working as One-UN, and increase responsiveness to the realities in small, developing states.

The European Union Delegation (EUD) was a very engaged partner throughout the programme. The Delegation visited Grenada at least once per year to participate in programme activities and meet with government and civil society partners. They participated in the design of phase II and contributed meaningfully at all meetings of the Technical Coherence and Operations Committee (TCOC) and the National Steering Committee (NSC). The EUD also highlighted the results of the Grenada

programme in a social media campaign for 16 Days of Activism in 2023. The involvement of the EUD provided opportunities for partners to celebrate results, inspired reflection on practice, and motivated everyone to remain committed to the process.

The four RUNOs were Pan-American Health Organisation/World Health Organisation (PAHO/WHO), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). They were supported by the Associated Agency, United Nations Population Fund (UNFPA), and coordinated by the UN Resident Coordinator.

Together, they ensured that the focus remained on the process and the targets, recognising that both were critical in leading to sustainable transformation. The partnerships developed and strategies used for joint action in this programme would contribute to further progress towards “working as One UN” to achieve the Sustainable Development Goals.

The government, CSOs, WROs, EUD and UN have all committed to the sustainability of the programme and they identified the specific ways in which they would contribute. At the last meeting of the NSC in 2023, Grenada’s Government committed to sustaining the programme, as demonstrated by mainstreaming gender responsive budgeting (GRB).

The UN partners agreed to develop a successor programme to continue to work together to support Grenada in its continued pursuit of GEWE and EVAWG, and the EUD committed to consider providing some level of support based on availability of funds. The UN Resident Coordinator would continue to play a coordinating role in supporting the

RECOMMENDATIONS

1 Mechanisms for partnerships should be planned and established early.

2 Management and implementation teams should be in place from commencement to closure.

3 Future programmes should be designed with a focus on fewer, but strategic, and well-resourced activities.

UN Agencies to develop, implement and monitor the programme.

Therefore, the results of the Grenada Spotlight Initiative would be maintained and scaled up as needed to contribute to further actions on GEWE and EVAWG in Grenada, Carriacou and Petite Martinique.

Significant Contextual Shifts and Overall Implementation Status

From 2020 to 2023, the Grenada Spotlight Initiative made significant strides towards EVAWG, despite the challenges emerging from the COVID-19 pandemic, and the general elections in Grenada.

The national strategy for responding to the COVID-19 Pandemic spanned the period from March 2020, a few weeks after the launch of the Programme, to April 2022 when the more stringent methods were lifted. Therefore, within that period the Programme was guided by the decisions of the Government and the UN System with regard to the application of protocols, including mask-wearing, physical distancing, telecommuting and exponentially increasing the use of online methodologies for meetings and training activities.

The Programme also contributed to the management of the pandemic by supporting the development of policies and procedures used by service providers, providing some personal protective equipment to facilitate attending to victims and survivors safely, and communication equipment to support the technical staff with virtual engagements including meetings and online training, and retrofitting the shelter for abused women and their children to safely continue its operations throughout the pandemic.

On June 23, 2022, Grenada held general elections which resulted in a change in Government. This caused a lull in activities and the development of the Phase II Proposal for a few months from the period of the political campaign to the orientation of the new government. The new administration elevated the status of the National Gender Machinery by establishing a Ministry of Gender Affairs, the first time this has been done since 2003, thereby signalling government's intention regarding gender issues. Continuing from the previous administration, the

Programme received endorsement from the new Government and the Minister with responsibility for Social Development and Gender Affairs became the lead minister, supported by the new Ministry of Gender Affairs.

During the period, there was a slight increase in the number of reports of intimate partner violence and sexual offences. This was accompanied by increasing calls from the society for urgent solutions to the problems of gender-based and family violence, especially allegations of sexual misconduct/harassment within institutions that are mandated to enforce laws and policies to EVAWG, and the need to review charging and sentencing guidelines for sexual offences against children. Interestingly, though, the WROs/CSOs seemed relatively quiet on these issues, for most of the time. This situation presented opportunities for the Programme to scale-up its actions, through policy and legislation, through social and behaviour change communication and by strengthening Government institutions and WROs/CSOs to fulfil their mandates. The Programme increased its support to WROs and other CSOs, and by the end of the programme, they were more engaged in public advocacy and action to EVAWG. The Programme also supported the Royal Grenada Police Force to consider actions for the Prevention of Sexual Exploitation, Abuse and Harassment.

Grenada, a Small Island Developing State comprising of three permanently populated islands, Grenada, Carriacou and Petite Martinique, ranks high on the UN human development index, but approximately one-quarter of the population live in poverty (2019). However, statistics indicate improvements in the economic situation of the people since then. Unemployment rates dropped significantly from

26.1% among men and 30.6% for women in 2020 to 9.6% for men and 14.6% for women in 2023, much lower than the pre-COVID rates of 18.2% for men and 25.5% for women in 2018. Further, Government announced increases in the minimum wages for fourteen categories of jobs, including the application of the principle of equal pay for work of equal value, resulting in the highest rate of increase, at 100%, going to caregivers, a category of jobs mainly done by women.

To ensure that the programme is sustainable, the programme was designed using a consultative approach, centred around the NGM, WROs and other

CSOs, with input from other stakeholders. Following on the methodology used for the design, the programme was implemented mainly through the direct engagement of the NGM, other Ministries of Government, WROs and CSOs. To further entrench sustainability, the Initiative contributed to addressing the priorities articulated in national planning frameworks, in particular the Gender Equality Policy and Action Plan (GEPAP), the Government's Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, and the National Sustainable Development Plan 2035 by contributing to the national outcome for "a resilient, inclusive gender-sensitive and peaceful society."

Programme Governance & Coordination

The Grenada Spotlight Initiative was governed jointly by the Government of Grenada, CSOs, EUD, and the UN through the NSC and the TCOC. The CS-NRG was also established as a mechanism for civil society to make invaluable contributions to the programme. These mechanisms contributed to:

- 1** Strengthened coordination, oversight, decision-making and accountability, aligned with the principles of UN Reform.
- 2** Fostered national engagement and ownership and ensured sustainability of the programme's contributions.
- 3** Helped ensure the programme was participatory and rights based, recognised the central role of civil society, and advanced the principle of

"leaving no one behind".

- 4** Helped to foster strategic partnerships, especially among RUNOs, government, and civil society.

The UN RC was accountable for the overall design, set-up, implementation and reporting on the Grenada Country Programme, while UN Women Multi-Country Office – Caribbean, as the Technical Coherence lead, was responsible for programmatic and technical coordination and day-to-day oversight. Throughout the inception and implementation periods, the RC facilitated and oversaw the interagency efforts, and provided adaptive leadership towards a joint One-UN system management approach. The United National Resident Coordinator's Office (UN RCO) supported the Programme Coordination and Implementation Unit, which was hosted and managed by UN Women.

National Steering Committee

The National Steering Committee (NSC) was established in 2020. It was co-chaired by the UN Resident Coordinator and the Minister with responsibility for the National Gender Machinery, and comprised of three government officials, two members of the CS-NRG, the Representatives of the four RUNOs and the EUD.

Technical personnel from each of the entities and the Programme Coordination and Implementation Unit

supported its operations.

The overarching responsibility of the NSC 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 NSC 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 and the Medium-Term Agenda, agreed strategic programming priorities in the UN Multi-Country Sustainable Development Cooperation Framework and EU 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 RUNOs.



Approve any programmatic or budgetary programme revisions (revisions of less than 25% of the value of the budget) within the limits of the approved programme document by the Operational Steering Committee.



Review risk management strategies and ensure the programme is proactively managing and mitigating risks.



Manage stakeholder relationships at the country level.

The NSC performed its functions consistently and provided space for problem solving, sharing ideas, and celebrating progress. Through the meetings of the NSC, members also developed deeper working relationships and identified opportunities for collaboration.

Civil Society Reference Group

The Civil Society National Reference Group (CS-NRG) was launched on September 30, 2020, succeeding the Interim CS-NRG from that date. It started with four female members and was expanded in 2021 to nine members – eight women and one man – all serving in their individual capacity. In 2023, the structure of the group was modified to include persons representing selected WROs and CSOs, and the following organisations nominated members: GrenCHAP, Grenada Planned Parenthood Association Youth Advocacy Movement, Grenada National Coalition on the Rights of the Child, and St Andrew’s Development Organisation. Though invited, nominations were not received from the Grenada National Council of the Disabled, Grenada National Organisation of Women, Petite Martinique Women in Action, and the Mt Royal, Mt D’Or and Top Hill Women’s Group (Carriacou). By the end of the programme, there were twelve (12) members of the CS-NRG.

The membership of the CS-NRG consisted of persons with experience in working with female survivors of violence, WROs, youth and adolescents, persons living with HIV, persons engaged in the sex industry, persons living with disabilities, men and boys affected by violence, and LGBTQI, marginalized and vulnerable groups and the creative industries. The diversity of the CS-NRG brought benefit to the Programme due to better scoping, feedback, and implementation of the LNOB principle, as well as improving its reach and accountability to rights-holders. It was expected that the change in the structure would assist the CS-NRG in representing

At the final NSC meeting in 2023, members renewed their commitments to the goal of eliminating VAWG and offered to meet in the first quarter of 2024 to consider a successor programme which would support sustainability and take further actions on ending family violence.

additional views and acting on their behalf, while having more “hands on deck” to implement its workplan.

The programme allocated a budget for the CS-NRG, but the funds were not utilised in a direct way by the CS-NRG as there were repeated delays in finalising and implementing its workplan. Some of the members were staff of implementing organisations and grantees, and most had other jobs, including consultancies with partners and RUNOs, while some had other volunteer duties. Therefore CS-NRG tried discussed various approaches to implement its functions, such as by assigning specific members to follow-up on decisions from the meetings and requesting a specific stipend to do so. In 2023, a Membership Policy was put in place. Developed with the CS-NRG, the Policy included compensation for general participation, as well as a specific stipend fixed to performance of assigned duties. Ten (10) of the members received an honorarium for their contributions during the period covered by the Policy.

It was expected that the options for compensation and the inclusion of representatives from CSOs would increase credibility, encourage networking among WROs and CSOs, and contribute to sustainability. Unfortunately, due to the limited time for execution and the intensity of programme implementation within the last few months, this did not materialize in any significant way and the CS-NRG did not become as active as anticipated. However, the group provided invaluable insight on the WROs and CSOs and offered suggestions for engaging and strengthening

them. The CS-NRG also initiated discussion on holding a retreat.

The idea evolved into a Sustainability Retreat that

included both Government and civil society partners in a process for co-designing the Sustainability Plan.

Inter-agency Coordination, Technical Committees & 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. Phase II was also designed using a consultative process.

This resulted in an ambitious Country Programme containing 54 activities that contributed to 34 output

indicators and 13 outcome indicators across the six outcomes, referred to as Pillars.

Each of the six Pillars was led by a RUNO, which assigned a Technical Focal Point. Five of the Pillars were supported by another RUNO, and two Pillars received direct support from the Associated Agency as shown in the table below.

Pillar	Lead RUNO	Other Implementing RUNO	Associated Agency
1 Legislative and Policy Frameworks	UNICEF	UNDP	—
2 Strengthening Institutions	UNDP	UN Women	—
3 Prevention and Social Norms	UN Women	UNICEF	UNFPA
4 Delivery of Quality, Essential Services	PAHO	UN Women	UNFPA
5 Data Availability and Capacities	UNDP	—	—
6 Supporting the Women's Movement & CSO	UN Women	UNDP	—

In addition to the lead and support roles for the Pillars as identified above, UN Women was the Technical Coherence Lead for the entire programme. In this capacity, UN Women hosted, managed, 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 (UN RC) for Barbados and the Eastern Caribbean.

This comprehensive and complex programme

required various mechanisms for coordination to ensure that the RUNOs, partners and stakeholders remained on-task and that there was adequate collaboration to facilitate cohesive implementation.

The Programme utilised various mechanisms to promote inter-agency collaboration and coordination, such as joint planning of activities that contribute deliverables to more than one outcome, and different RUNOs paying for complementary components of the same activity.

Technical Coherence and Operations Committee

The Technical Coherence and Operations Committee (TCOC) was established in 2020, comprised of the Technical Focal Points from RUNOs, Pillar Leads from government, two CS-NRG representatives, a representative from the UN Associated Agency, the EUD and the UN RCO. The TCOC was Co-chaired by the UN Women Representative, MCO-Caribbean, and the Permanent Secretary with responsibility for Gender Affairs.

Following the Mid-term assessment and other reviews in preparation for the implementation of Phase II, and noting the need to increase engagement and reached the islands of Carriacou and Petite Martinique, the NSC approved the expansion of the TCOC to include critical stakeholders that were not sufficiently engaged up to

that point. In 2023, the CPA, Royal Grenada Police Force, Ministry of Carriacou and Petite Martinique Affairs and Ministry of Health, Wellness and Religious Affairs accepted invitations to join the TCOC.

At each meeting, the TCOC received detailed updates among Pillars, discussed ways in which the activities from various Pillars could complement each other, and identified bottlenecks, solutions, and strategies. From 2021 the TCOC started preparing for impact and sustainability by identifying the transformational results that should be in place as the legacy of the programme for at least ten years after its conclusion. Those results were reflected on throughout the programme and used to develop the sustainability plan.

Programme Coordination & Implementation Unit

The Programme Coordination and Implementation Unit, which was established in the last quarter of 2020 and located in Grenada, was staffed by a Programme Coordinator, Elaine Henry-McQueen, and a Programme Associate, Adisa Charles. Support was provided, at times, by a Communications Consultant and a Monitoring and Evaluation Consultant. This Unit supported the RUNOs to implement their activities, coordinated the execution of the Programme, and

played a key role in ensuring technical coherence, complementarity between outcomes/pillars, and collaboration among the Agencies. It also functioned as a liaison between the lead Ministry and other partners, and it assisted in mobilising local support for actions by the RUNOs, especially CSO engagement.

The Unit also coordinated the communication, monitoring and evaluation efforts of the Initiative.

Joint Pillar Teams

In order to strengthen collaboration and synergies within the Pillars, Joint Pillar Teams were formed. Each Joint Pillar Team was co-chaired by the Technical Lead from the RUNO and the counterpart Local Pillar Lead from Grenada.

The members were representatives from the supporting RUNO, Associated Agency, key stakeholders from the Government and CSOs in Grenada and the CS-NRG, as well as the Programme Coordinator, who was also the Lead for Technical

Coherence. The PCIU supported the coordination of the Joint Pillar Teams. The Joint Teams met periodically from 2020 to 2022 to discuss the activities and progress of that Pillar. The Pillar Teams were critical during the process of the review of Phase I and the design of Phase II, an example of the application of participatory monitoring and evaluation. However, the delay and uncertainty between phases I and II hindered their continuation, but the team for Pillar 4 also functioned as the implementation team and continued through to Programme completion.

RUNO/Programme Closure Committee Meetings

Each RUNO identified a Technical Focal Point who led programme activities and was the main point of contact for the Agency. The Technical Focal Points, 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. In 2023, it took on the roles of the Programme Closure Committee.

The Programme maintained a schedule of convening meetings of the RUNOs, UN RCO and PCIU at least

once every two months. These periodic meetings facilitated in-depth technical discussions on various topics such as acceleration strategies, collaboration opportunities, attainment of results, challenges and setbacks encountered, preparation for TCOC and NSC meetings, reports on the Programme, Phase II Proposal, and discussions on the notices and guidelines from the Spotlight Secretariat. These meetings became a space to foster closer coordination among RUNOs and served to motivate each other for both financial delivery and attainment of meaningful results.

Sustainability Retreat

During the last quarter of 2023, the programme held a retreat to:

- i** provide a space for networking, alliance building and movement strategizing for the Grenada EVAWG community;
- ii** build on the lessons learned, achievements and results, better practices and gains made in the Spotlight Initiative to develop a Sustainability Plan for Grenada; and
- iii** promote selfcare through nurturing a recreational, conflict sensitive and trauma informed safe space

where Government and CSOs with different agenda priorities can meet and engage in dialogue.

The core participants of the retreat were the members of the CS-NRG, the local Pillar Leads and alternate, the leadership of the NGM and the PCIU. Other stakeholders from government and civil society were invited to join some of the working sessions. The retreat had sessions on:

- Movements, Mechanisms, and Institutions for GEWE and EVAWG

- Experiences, Better Practices and Lessons
- Learned on the Spotlight Initiative
- Working together to end VAWG and achieve GEWE
- Collaborating to sustain services to survivors, offender accountability, prevention and coordination
- Powering up to continue the good work

The Retreat allowed government, WROs and CSOs to co-design the Sustainability Plan. By the end of the

Spotlight Communities of Learning

The Grenada programme participated in the Spotlight Communities of Learning within the Caribbean and the Programme Coordinator was a member of the Technical Committee for the Regional Spotlight Initiative. Activities included online sessions with the Global Spotlight Community, meetings of the Secretariat with Programme Coordinators in the Caribbean, a Global Learning Symposium, and informal meetings with coordinators. The programme also held activities for the Grenada Spotlight

Use of UN Reform Inter-agency Tools

In keeping with the UN Development System Reform and the MCO Review, the UN RCO continued to prioritise the “delivering as one” approach to enhance efficiency and promote coherence in the delivery of the Grenada Spotlight Initiative.

This strategic approach has resulted in reduced transaction costs both to the government and national CSO partners, fostering enhanced national ownership and participation in the programme. The SDG Programme Team, chaired by the UN RC, remained the main strategic programmatic coordination structure of the UN Sub-Regional Team for ensuring programming coherence and has supported periodic reviews of the project in the past year.

The UN RC also designated a dedicated UN RCO

retreat, participants had explored their roles and that of their entities in the Spotlight Initiative and beyond, as well as strategies and mechanisms for enhancing impact and sustaining results.

Through the activities, participants became more aware of each other’s strengths, challenges, and ambitions, and committed to continuing to work together to sustain the initiative.

Community, such as learning sessions and celebratory activities.

These communities provided opportunities for the exchange of views on policy and implementation issues. They also facilitated the sharing of strategies, good practices, and solutions to similar problems. Participation in these communities, both the in-person activities and online activities, helped to create synergies among the Spotlight Programmes.

Focal Point, the UN Country Coordination Officer – Grenada, to provide support for the implementation of the Spotlight Programme. Routine reviews were coordinated by the UN RCO, with support from UN Women. Additionally, the RUNOs and several implementing partners and stakeholders participated in development and monitoring of the UN Multi-Country Sustainable Development Cooperation Framework and the Country Implementation Plan for Grenada.

Through this process, they shared priorities, feedback and lessons learnt from implementing the Spotlight Programme. The engagements underscored the commitment to collaboration and inclusive dialogue in advancing sustainable development efforts within Grenada.

Programme Partnerships

Partnerships were critical for the success of the Spotlight Initiative Programme in Grenada. The partnerships were necessary in order to confront problems such as family violence in an effective and sustainable manner, and they allowed the programme to utilise the comprehensive approach to prevention and response to VAWG that was envisioned. However, building and maintaining meaningful partnerships required time and effort that were not

A. Government

The Government of Grenada was a crucial partner and lead for the Programme from the design stage to its launch, implementation, and closure. The Cabinet of Grenada was involved throughout the programme, despite a change in administration as a result of general elections that were held mid-2022.

The Cabinet of Grenada assigned the Ministry of Social Development, Housing and Community Empowerment to be the lead Ministry, with Hon Delma Thomas as the Lead Minister. Following the general elections, the Ministry of Social and Community Development, Housing and Gender Affairs succeeded as the Lead Ministry, and Senator the Hon. Gloria Thomas became the Lead Minister.

Cabinet also appointed senior technical officers from various ministries and departments to be the Local Pillar Leads to support implementation for Pillars 1 to 5, and the Senior Programme Officer for Gender and Family Affairs as the main Focal Point. The former Prime Minister of Grenada, Dr the Right Hon. Keith Mitchell, participated in the official launch of the programme on March 5, 2020, and the new Prime Minister, Hon. Dickon Mitchell, and the Minister for Economic Development, Hon Lennox Andrews, attended the official closing event on November 29, 2023.

As the lead ministry, one of the main roles of the

always readily available while implementing a time-sensitive and results-oriented programme such as this. Therefore, each UN Agency, Government and CSO partner was required to balance the time and space for building partnerships with the demands for reaching delivery rate and results targets. Throughout the programme, partnerships were fostered among the main actors and with other stakeholders.

Ministry of Gender Affairs was intergovernmental coordination.

During the programme, they held various meetings to advance coordinated planning and implementation, some of which were supported by the PCIU. Over the years meetings were held with:

- 1** Local pillar leads only, who formed the local technical committee.
- 2** Pillar leads and alternates, which was the expanded local technical committee.
- 3** The entire Division of Gender and Family Affairs.
- 4** Various working sessions, including a sub-committee on Policy Review.

These meetings and working sessions were opportunities to jointly discuss progress and plan for specific activities and results, consider themes such as the normative framework that guide technical coherence, strategies for activities and outputs to complement each other, processes and resources required, and identification of bottlenecks and challenges to be addressed. One of the meetings, held in 2023, was led by the Minister and the Permanent Secretary for Social Development and Gender Affairs. Their presence and participation during the entire working session inspired the staff of the Division to develop work plans for the activities to

be implemented by the Ministry and to execute them diligently. This helped to foster teamwork and resulted in robust implementation during the final months of the programme. Another session was held with the Pillar Leads, Division of Gender and Family Affairs, and other key ministries.

It included a session in which partners from other programmes and projects that already had partnerships with the NGM to implement various activities that contribute to gender equality and women's empowerment were invited to share opportunities for results from the Grenada Spotlight Initiative to be sustained or expanded upon.

Overall, these sessions contributed to developing the capacity of the NGM and other technical officers:

- 1** To apply big picture thinking by developing shared understanding of the vision, impacts and expected results of the programme.
- 2** To become more familiar with results-based management by planning project activities in alignment with the theories of change and results framework.

B. Civil Society

The Spotlight Initiative Programme engaged and partnered directly with at least forty-five national CSOs (including CSOs representing specific groups) local/grassroots organisations, academic institutions, and other organisations.

Their engagement ensured that the programme remained grounded in the realities within 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.

WROs and other CSOs had been integrally involved in the design phase, but they were experiencing

- 3** To develop greater awareness of technical coherence by discussing the theories and goals of GEWE and EVAWG.
- 4** To foster closer working relationships and build partnerships.

Through the lead Ministry, the government was an integral part of the governance of the programme as the Minister for Gender Affairs co-chaired the NSC with the UN RC and the Permanent Secretary with responsibility for Gender Affairs Co-chaired the TCOC with the Representative of UN Women.

The government's ownership and leadership of the Programme throughout implementation and closure and has committed to sustain the results into the future. In the 2024 Budget Statement delivered to the Houses of Parliament in December 2023, Hon. Dennis Cornwall, Minister for Finance, announced the completion of the Grenada Spotlight Initiative, expressed gratitude for the investment to EVAWG in Grenada and stated, "Given the importance of tackling this issue, Government has made provision for the continuation of this initiative from local resources."

longstanding challenges that were chronic barriers to their full participation in implementation. During the programme, an assessment that was conducted and consultations with the CS-NRG revealed gaps in relation to skills, attitudes, equipment, enabling environment, organizational development, resource mobilization, involvement of various segments of the population, high reliance on a small number of volunteers, and inconsistent application of business requirements.

This emphasised that that capacity development activities should go beyond knowledge transfer, but that, as a programme with limited time, a realistic approach should be taken.

In order to promote meaningful CSO engagement, a **Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative** was developed and approved, and different practical solutions were employed

- Wide and repeated distribution of calls for proposals.
- Meetings with potential applicants to introduce them to the opportunities for funding and holding workshops when calls for proposals were being issued.
- Utilising simplified application processes under the small grants modality.
- Conducting market research to develop a list of CSOs, including academic institutions, and diversifying the CSOs that could be engaged in addressing VAWG.
- Inviting partnerships between registered CSOs that met the criteria and smaller ones.
- Facilitating partnerships between CSOs and Government, in particular the Ministry of Gender Affairs, the Ministry of Youth, and the Office of the Houses of Parliament.
- Providing a CSO Support Consultant to provide ongoing assistance to CSOs for several months.
- Conducting a four-month CSO capacity building programme, in conjunction with the Guyana programme.

The Programme Team worked diligently to ensure active CSO engagement, and as a result of applying these solutions, over 45 WROs and other CSOs received various forms of support, with twenty (20) of them receiving grants to implement activities under the programme and build their capacity. The following were accomplished:

- 6 CSOs scaled up services to survivors of violence.
- 5 WROs were supported to harness their leadership and coordinating roles on the issues

relating to ending violence against women.

- 5 CSOs received direct support from the CSO Support Consultant in the development of their core programmes, based on an organizational needs assessment with each organisation.
- 6 CSOs participated in a 2-day training of which 5 prepared short promotional videos.
- 1 CSO that provides information and services to members of the LGBTQ community and other vulnerable and hidden populations received various grants.
- 4 CSOs developed an MOU among themselves on working closer to deliver services to vulnerable clients.
- 2 CSOs worked together to access and implement a grant under the programme.
- 3 academic institutions received grants to implement activities.
- 6 CSOs were scheduled to receive equipment to enable them to analyse and use data for advocacy and sustain their offices and programmes.
- Many CSOs were provided with training in several topics, toolkits, and other materials.

Attention was given to the WROs, thereby harnessing their leadership and coordinating roles on the issues relating to ending violence against women. The Grenada National Organisation of Women organised a consultation using a hybrid format that brought together participants from the women's movement, other CSOs, Government Ministries and Departments, and in-school youth to discuss the issues, facilitated by lawyers and consultants.

The Grenada Women Parliamentary Caucus organised and hosted a two-day Forum for current and former Parliamentarians on the theme "Parliamentarians: Working to Prevent and Respond to Gender-Based and Family Violence". It was the first time the Caucus held an activity such as this, and the first bi-partisan forum for Parliamentarians to discuss Gender Equality.

The Caucus reported that they are more aware of the issues of gender inequality and VAWG, they have increased knowledge and confidence to engage their peers on issues affecting women and girls, and have a better appreciation of their role in speaking across party lines on women's empowerment and gender equality.

The Girl Guides Association of Grenada trained Guiders in Council and youth leaders to deliver the "Voices against Violence" curriculum to approximately 2500 girls and young women who were members

their groups throughout the country. They reported that the small grant helped them to rebuild the organisation and recover from the impact of COVID-19. Soroptimist International of Grenada, noting that it was their first grant received from a UN Agency, scaled up a programme on women and girls with disabilities and GBV. The Programme for Adolescent Mothers was provided with furniture and equipment to support delivery of services to the young mothers and their children. These organisations, which define themselves as WROs, received a much-needed boost in their capacity.

The full list of CSOs that received financial support under the Programme is provided in the table below:

Name of Grantees & Partners	Signature Results of Spotlight Activities
Beaton, Laura, La Femme and Bailles Bacolet Community Development Org.	Introduced activities for prevention of child sexual abuse at the community library
Girl Guides Association of Grenada	Trained Guiders in Council to deliver the "Voices against Violence" programme and related strategies to prevent violence against girls
Grenada Education and Development Programme (GREDED)	Conducted a public education campaign on domestic violence
Grenada Ladypreneurs Our Women Succeed (GLOWS)	Introduced a programme for economic empowerment of survivors of intimate partner violence
Grenada National Organisation of Women (GNOW)	Hosted a national consultation on law reform
Grenada Planned Parenthood Association	Increased their capacity to deliver productive health services and domestic violence response services to women and families.
Grenada Women's Parliamentary Caucus	Hosted a forum for current and former Parliamentarians on "Working to Address GBV and Family Violence"
GRECHAP Inc.	<ul style="list-style-type: none"> - Multimedia communication campaign to improve access to FV and sexual and reproductive health related services among vulnerable women, girls, and families. - Expansion of the Foundations Programme. - Increased their capacity to deliver GBV services to hidden populations.

GRENSAVE	Hosted a workshop with members of the private sector to sensitise them about VAWG, in partnership with the Ministry of Gender Affairs
Heon Project and Writers Association of Grenada	Training on writing creative pieces for prevention of GBV
La Boucan Creative Centre	<ul style="list-style-type: none"> - Ran a Community Drama Series “What’s your Verdict” in St David, St George, St Mark and Carriacou, in partnership with the Ministry of Gender Affairs - Preparing a radio drama series on intimate partner violence
Legal Aid and Counselling Clinic	<ul style="list-style-type: none"> - Introduction of the Foundations Programme - Community model of the Man-to-Man Programme - Facilitated procurement of goods and services for implementation of activities by other CSOs and Government - Increased their capacity to deliver legal services to victims of GBV
Mentapeace	Conducted a workshop for in-school-youth on GBV and the media which produced short videos on GBV for social media, in partnership with the Ministry of Gender Affairs.
Rotary Club of Grenada	Hosted events to advocate for the Gender Equality Policy and Action Plan
Soroptimist International of Grenada	Scaled up a programme on women and girls with disabilities and GBV.
Sweetwater Foundation	Scaled up services on sexual violence against children
T.A. Marryshow Community College	Introduced the Foundations programme at the College
UWI Open Campus Grenada, with the Women and Development Unit	Developed and conducted an intensive course on Gender Analysis and Mainstreaming for Development Professionals.
Windward Islands Research and Education Foundation (WINDREF), St George’s University	<ul style="list-style-type: none"> - Coordinated the drafting of the Victim’s Rights Policy - Developed and implemented a campaign for SBC – Stop, Take A Deep Breath and Relax (STAR) campaign, in partnership with the Caribbean Center for Child Neuro-Development
Writers Association of Grenada	<ul style="list-style-type: none"> - Participation in Voices - a concert with performances of spoken word and other artforms by young people with the Ministry of Youth.

In addition to the grantees and implementing partners listed above, other CSOs benefitted from the programme by participating in various workshops, learning sessions and other activities, including leadership training, grant-writing workshops, and representation on the CS-NRG.

Further, the CSOs listed below also received equipment and materials to support strengthening of their operations:

- Caribbean Association for Youth Development
- Grenada Education & Development Programme (GREDED)
- Grenada Planned Parenthood Association
- GrenCHAP
- Programme for Adolescent Mothers
- Soroptimist International
- St. Andrew's Development Organization

WROs and CSOs are key interlocutors and stakeholders for success and sustainability of

C. European Union Delegation

The Delegation of the European Union to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM was a critical development partner for the Programme, beyond the traditional donor-recipient relationship. The Resident Coordinator and Programme Coordinator held frequent dialogue to update and receive feedback from the EUD. The EUD made its expertise available to the programme by ensuring participation in the NSC and TCOC meetings and engaging actively in discussions pertaining to the Mid-term assessment results and the development of the Phase II proposal.

The EUD participated in the Launch of the Spotlight Initiative in Grenada on March 5, 2020, though the former Ambassador, Her Excellency Daniela Tramacere, who was accompanied by other Senior Team Members. The succeeding Ambassador, Her Excellency Malgorzata Wasilewska, reinforced the desire to deepen the EUD's partnership with the Programme and led visits to Grenada, as follows.

programmes on themes such as these. Despite their weaknesses, the Spotlight Initiative was able to mobilise and maintain the support of CSOs especially those that were involved in EVAWG, GEWE and other related activities.

Their value-based contribution was evident from the design of the programme and the CSOs, women's groups and community-based organisations provided a key channel to the target groups of the Spotlight Initiative Programme, while allowing for greater community participation.

Critically, the programme was able to expand support for youth and women's organisations, and it contributed to addressing some of the challenges faced by the organisations through capacity development both at the individual and institutional levels, leaving the WROs and CSOs at a better place than they were before the programme began.

- November 25, 2021, the International Day for the Elimination of Violence against Women and start of the 16 Days of Activism against Gender-based Violence: The EUD participated in a hybrid event to celebrate the progress made, held under the theme **Spotlight on Results: Ending Family Violence**, and they met with members of civil society.

- December 12-14, 2022: the EUD visited a communication campaign (Clothesline Project) spearheaded by the Ministry of Gender Affairs, with the support of CSOs; visited the Ministry of Gender Affairs where they met with the Minister and Permanent Secretary and the client response personnel and Spotlight Team in the retrofitted GBV Unit Client Interview Room at the Ministry; and hosted a luncheon with selected CSOs, most of whom had been grantees or partners under the Grenada Spotlight Initiative.

- November 29, 2023: the EUD participated in the

Programme Closure Event held under the theme “Spotlight on Results and Sustainability: Empower, Inspire, Unite” and attended the NSC Meeting. At those events, the EUD congratulated the programme for the results achieved, and especially the Government of Grenada for its sustained political commitment and leadership. They expressed willingness to continue to support actions to end violence against women in Grenada, as funds were made available, including under other streams.

In 2023, the EUD invited the programme to collaborate in a social media campaign for the 16 Days of Activism against Gender-based Violence.

The Programme secured features on the EU's Facebook and Instagram platforms. The collaborative posts comprised more than eight slides, showcasing the initiative's achievements, key events, and contact information for reporting GBV incidents. This strategic partnership amplified the Grenada Spotlight Initiative's narratives on a global scale, leveraging the EU's extensive social media presence to increase awareness and support for the cause against GBV.

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

D. Cooperation with other (non-RUNO) UN agencies

The Programme had one Associated Agency, UNFPA, that contributed to Pillar 3, with UNICEF, and Pillar 4, with PAHO. UNFPA is the lead UN agency for addressing GBV in emergencies and for comprehensive sexuality education within the context of sexual and reproductive health and rights.

Therefore, the work they had already done in Grenada and the region, along with their expertise, were assets in developing the referral pathway for multi-sectoral services which became part of the National Standard Operating Procedures for Gender-based Violence for Grenada (SOPs). They also supported implementation of the activities on adolescent health, the teaching of the Health and Life Education Programme in schools and preparing trainers on the clinical management of rape.

E. Other Partners

During 2021, the Rural Development Unit, attached to the Ministry of Finance, Economic Development, Physical Development, Public Utilities and Energy in Grenada, invited partnership with the Spotlight Programme to deliver training to early childhood education teachers and other school personnel who were part of the Basic Needs Trust Fund (BNTF) Projects. BNTF is a programme of the Caribbean Development Bank that had built/rebuilt a few Child Development Centres. In preparing to open those facilities, the Programme was invited to conduct a workshop for the teachers and other school personnel. The training, conducted by the Communications Consultant and the Programme Coordinator of the PCIU, contributed to the results of Pillar 3.

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 VAWG in Grenada, Carriacou and Petite Martinique.

It was implemented from January 2020 to December 2023 and, like the country programmes globally, it followed six outcomes and theories of change, referred to as pillars.

To achieve this, both the foundational and implementation processes received equal attention, alongside the specific results and deliverables outlined under the project.

Those processes were crucial for expanding partnerships, strengthening the systems, and preparing for sustainability of results.

The overall impact would be that all women and girls in Grenada, Carriacou and Petite Martinique, particularly those most vulnerable, live a life free of intimate partner violence, sexual abuse and other forms of family and gender-based violence.

A. Capturing Broader Transformations Across Outcomes

The results of the Grenada Spotlight Initiative were phenomenal and extended beyond the targets set. Priority was given to building/strengthening institutions, prevention through social and behaviour change and provision of coordinated services to respond to victims and survivors of VAWG. Implementation across all the Pillars contributed to the successes in these priority areas.

Building/strengthening institutions: The capacity of government, WROs and other CSOs was strengthened at the institutional and individual levels.

- Gender-Responsive Budgeting was mainstreamed by Government in 2023 for application in the 2024 budget. This exceeded the target from four Ministries to all 28 ministries and departments of Government, and it promises to be the most systematic way to sustain the results and take further action on GEWE and EVAWG.

- Training activities were held, and training modules and tools developed, to build the capacity of participants from Government and CSO to mainstream gender and GBV into their work, use data for advocacy, apply the SOPs, lead organisations, use GRB, and so on. Participants included at least 25 parliamentarians, 500 government officials, and 60 civil society representatives, and many more would benefit from the continued use of the tools and manuals.

- Cabinet approved the establishment of national and sub-national coordinating mechanisms on GBV and Family Violence. This is a strategic intervention that, when operationalised, would sustain the country's attention to the issue.

- Specific gaps in the laws were identified and recommendations were made for legislation to

address gaps in relation to family law, sexual offences, domestic violence, and victim rights. Government has advised that it would give immediate attention to the bills that address the legal age of marriage, child maintenance, sexual harassment, corporal punishment, exclusion of adolescent mothers, and protection of the rights of victims in court, while some of the others would be considered with the broader reforms to be undertaken with the Eastern Caribbean Supreme Court.

- A model for the Gender Equality Commission and a Monitoring Plan for the National Gender Equality Management System were designed and submitted to Government for consideration.

- Over 45 WROs and other CSOs received various forms of support, with 20 of them receiving grants to implement activities under the programme and build their capacity.

- Grenada Information System for Analysing and Facilitating Empowerment against Family Violence (Grenada InfoSAFE) was developed for the collection and dissemination of administrative data on intimate partner violence, sexual offences, and other forms of family violence against women and girls.

- Government officers and civil society members developed their capacity to access, analyse and use data for advocacy and in the development of policies, programmes and projects.

- The management and service providers in the GBV Unit and NGM, in general, developed the skills and attitudes of a learning organisation, by working together to develop and apply new manuals, activities and other tools. As a result, they built capacity to identify gaps, conduct research on good practices and standards, reflect on prior practice, develop

solutions, and apply them to their work and the progress made in their sector. The skills and attitudes developed in this process are expected to contribute to sustainability, because they can be applied to other situations and emerging challenges in the future.

Prevention through social and behaviour change:

new norms were promoted to advance GEWE and end VAWG, and to lay the foundation for law and policy reform and sustainability. Data and good practices developed over years of research were used to implement activities for the prevention of GBV.

- Several activities were held nationwide targeting many sectors – youth, Girl Guides, parents, boys and young men, HFLE teachers, CSO and community members. Some of them were:

The UN Women Foundations Programme, a behaviour-change programme for young men and women, was introduced.

- Use of the “Voices against Violence” programme, an educational programme for members of the Girl Guides Association, was expanded.

- A community model for the Batterers Intervention Programme using the principles of the Partnership for Peace programme was developed.

- Campaigns and innovative strategies such as the “Stop, Take a deep breath, and Relax” (STAR) campaign, grounded in the Conscious Discipline curriculum, were executed on all radio and TV stations reaching masses of the population.

- Based on the tenets of Positive Behaviour Management, cycles of the National Parenting Programme reached about 400 parents and guardians.

- A full-length drama “What’s your Verdict?” by the La Boucan Creative Arts Centre reached

thousands across all parishes, using edutainment, a model of using entertainment and the performing arts to expose issues, spark discussion and ignite thought.

- Approximately 150 teachers, principals and Guidance Counsellors participated in training programmes to integrate GBV prevention within the Health and Family Life Education Programme and Child Friendly School Initiative at their institutions, in alignment with comprehensive sexuality education.

- Data from the Women’s Health and Life Experiences Study were used to identify common myths and harmful behaviours and develop a list of messages for the campaigns and other activities conducted by partners and grantees.

- Research was conducted to identify social norms, customs and practices in relation to access to justice for GBV.

- Additional partners and grantees were engaged to expand the network of support and action to end VAWG. Some of them were the Ministry of Youth, the Ministry of Carriacou and Petite Martinique Affairs, Girl Guides Association of Grenada, GRENCHAP, the Writers Association of Grenada and the Grenada Women’s Parliamentary Caucus.

Provision of quality, essential services to respond to VAWG: Hundreds of women and girls experiencing intimate partner violence and sexual abuse receive improved services.

- Survivors of intimate partner violence and sexual abuse receive rights-based support services as National Standard Operating Procedures for Gender Based Violence for Grenada (SOPs) on GBV and related guidelines and forms were developed, approved, and officially launched and a Victim’s Rights Policy was prepared.

- Through three series of training workshops, hundreds of service providers from the social, health, policing and justice sectors now have increased knowledge and capacities to deliver rights-based, survivor centred services. Posters, videos and pamphlets were developed to further educate and remind service providers of the SOPs, including the referral pathways.

- Six facilities were retrofitted to be better able to provide services to survivors of GBV in improved conditions across the social, health, policing and justice sectors.

- CSOs scaled up services to survivors, especially in relation to sexual and reproductive health and rights, psychosocial support, and legal support.

- A model for a family court was drafted and submitted to Government for consideration. Government has since committed to review the model, institute a Family Court, and make facilities available in the design and construction of a “Halls of Justice”. In addition, Government has stated its intention to establish a Sexual Offences Court. Public education campaigns were conducted to sensitise women and girls of their rights, reduce tolerance for intimate partner violence and sexual abuse, and inform them of the services and protocols that are available for them if they need to seek redress.

Following on the methodology used for the design, the Programme benefitted from national leadership and was implemented with consistent consultation and broad-based participation by the Government and civil society, bringing the goals of ending VAWG, achieving gender equality and empowering women to the national consciousness. Technical coherence was supported by evidence, the guiding principles of the Programme, and the normative framework for GEWE and EVAWG.

In addition, the principle of “Leave No One Behind” (LNOB) was well addressed, by paying attention to residents of Carriacou and Petite Martinique and rural communities, and by including strategies for reaching women and girls facing multiple forms of discrimination, such as persons living with disability and LGBTQ persons. Service providers were trained in basic sign language, materials were presented in Braille, community education activities were held with vulnerable and hidden populations, and public sensitisation on the rights of women and girls was conducted.

The programme, therefore, ensured direct inclusion, recognising and upholding the rights of all, and worked towards making human rights real for everyone.

Participatory Monitoring, Evaluation and Reporting was applied through the Joint Pillar Teams, which were made up of UN, Government and civil society counterparts. One of the objectives of the Teams was “to review implementation processes, identify challenges, develop strategies to address them, and monitor progress towards results”. This structure facilitated engagement, fostered collaboration and synergies in Programme implementation, and helped in holding each other accountable for results and the application of the core principles.

The Programme also contributed to the principle of “Working as One UN” and the related shifts in stakeholder attitudes and beliefs. In a demonstration of this principle, UNICEF and PAHO supported the launch of the SOPs and delivered a joint training on the SOPs (Pillar 4) and the Victims’ Rights Policy (Pillar 1), by contributing to different components of the activities. Another example was that UN Women played a coordinating role in support of the UN RC, by hosting and managing the PCIU and leading technical coherence, thereby providing guidance and support to the other RUNOs on the issue of EVAWG.

The Grenada Spotlight Initiative contributed to the achievement of gender equality, peace, social inclusion, protection of human rights, and inclusive growth, which are critical elements of Agenda 2030 and the SDGs, as well as the priority areas of the UN Multi-Country Sustainable Development Framework. The Initiative also contributed to the implementation of Grenada's Gender Equality Policy and Action Plan,

and Government's Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, including Intimate Partner Violence and Child Sexual Abuse. In addition, the outcomes of this initiative were identified as part of the National Sustainable Development Plan 2035, contributing to the national outcome for "a resilient, inclusive gender-sensitive and peaceful society".

B. Capturing Change at Outcome Level

The Grenada Spotlight Initiative delivered remarkable results towards achieving the six outcomes of the programme.

Much was achieved because of the dedication,

determination and diligence of all the partners, to the benefit of the women and girls of Grenada, Carriacou and Petite Martinique.

Outcome 1: Legal and Policy Framework

The Programme made steady progress towards the outcome that evidence-based legislative and policy frameworks on intimate partner violence and sexual abuse against women and girls would be in place, would be based on human rights standards, and translated into plans. The legislation and policy reform were dependent on State institutions, and demanded consistent advocacy at various levels of society. Therefore, the Grenada Spotlight Initiative engaged the Ministries of Legal Affairs and Attorney General to lead the law reform activities, and the Ministry of Gender Affairs to lead the policy reform activities. The Grenada National Organisation of Women and the Grenada Women's Parliamentary Caucus were enrolled as allies.

There were results in 4 areas:

- Legal gap analysis and preparation of draft bills for legislative reform
- Preparation of the Victims/Survivor Rights Policy
- Preparation of a revised Action Plan for Gender Equality Policy and Action Plan
- Sensitisation of Parliamentarians on EVAWG

and GEWE

The Programme examined the existing laws concerning family law, domestic violence, and sexual abuse. It was found that Grenada had equal provisions for women and men in its legislation on parental authority in marriage, parental authority in divorce, inheritance rights of widows, inheritance rights of daughters and rape, and that they were aligned to human rights standards. The provisions in the laws on legal age of marriage, domestic violence, and marital rape were equal for women and men; but they contained gaps that needed to be addressed to align them more fully to international human rights standards. However, there were no laws addressing sexual harassment, a form of VAWG that, based on the 2018 WHLES Report, 26.6% of the women in Grenada had experienced in their lifetime.

In partnership with the Attorney General's Office, an in-depth Comparative Legal Assessment was completed by examining the substantive law, procedural law, institutional law and policies.

Specific gaps in the laws were identified and recommendations were made in relation to family law (child protection), sexual offences, domestic violence, victim rights, and family law (non-marital unions).

Seventeen bills were drafted proposing new laws, amendments to existing laws, or commencement of laws that had been passed in Parliament but were not in force. The bills seek, *inter alia*, to increase the legal age of marriage to 18; modernize approaches to the maintenance of children; define the term “consent” within the sexual offences provisions; remove the distinction between the maximum sentences for spousal versus non-spousal rape convictions; decriminalize consensual and non-exploitative sexual activity between adolescents of similar ages; create a sexual offenders registry; prohibit sexual harassment; prohibit corporal punishment of children; ban the exclusion of pregnant students and adolescent mothers from schools; make provisions for property rights and inheritance by persons in cohabitational relationships; and make provisions for the protection of the rights of victims in court. Consultations were held with key stakeholders from government, the women’s movement, the Grenada Bar Association and other CSOs. Along with a model for the Family Court that was prepared for consultation, the Bills were placed before the Government for consideration.

The Government of Grenada has advised that the decision was made to act on the bills that address legal age of marriage, child maintenance, sexual harassment, corporal punishment, exclusion of adolescent mothers, and protection of the rights of victims in court. The Government has reported that it would defer the bills on property rights and inheritance by persons in cohabitational relationships for further consultation. It also stated that the proposed amendments to the criminal code and criminal procedures would be addressed within the Organisation of Eastern Caribbean States, which shares a common justice system. The model for the family court would also be considered further by the

Government as part of the design and development of the Halls of Justice, in which it proposes to institute a family court.

Public discussion on the rights of GBV victims/survivors was brought into the spotlight during the programme. A Victims’/Survivors’ Rights Policy was drafted, based on the Essential Services Package, and aligned to the SOPs. Therefore, victims and survivors stand to benefit from the anticipated approval of the national policy that advances and protects their human rights, defines elements of survivor-centred services, and presents both a strong foundation and a long-range vision for providing empowerment support for victims and survivors. Another key achievement towards policy reform was the submission of the first draft of a revised action plan for the Gender Equality Policy and Action Plan. The draft was developed after holding fifteen consultation sessions, reaching over one hundred stakeholders through direct and indirect outreach and dissemination of documents from the consultation sessions.

However, it must be revised to ensure that it is evidence-based and aligned to current normative frameworks. It must also be costed, and an M&E framework included.

Parliamentarians are key agents of change in the Grenadian landscape, both as legislators and, in many cases, members of Cabinet and leaders of the policy and programmatic platform of the Ministries of Government. The Programme therefore facilitated the Women’s Parliamentary Caucus, in collaboration with the Office of the Houses of Parliament, in hosting a two-day forum that engaged current and former parliamentarians to take action to prevent and respond to gender based and family violence. It is expected that parliamentarians, with strengthened capacity to use parliamentary procedures, would integrate gender concerns into their ongoing work in the Houses of Parliament and take specific, bipartisan actions to address gender-based and family violence.

family violence.

Of the participants, 4 male and 5 female sitting Parliamentarians attended the forum and they committed:

(i) To take greater personal action to remove any and all forms of violence from my life and that of women and girls and to model behaviour and otherwise encourage all others in my formal and informal networks to do likewise;

(ii) To take action through legislation, policy decisions and budgetary and human resource allocations, to establish and maintain mechanisms, programmes and facilities that provide, coordinate and monitor services that support and protect victims and survivors, that hold offenders accountable and prevent recidivism, and that prevent gender-based violence and family violence by addressing their root causes;

(iii) To support and facilitate actions undertaken by community and civil society organisations and other non-state bodies that contribute to the ideal of ending

violence against women and girls and other forms of family violence using human rights approaches; and **(iv)** To encourage everyone within the State of Grenada to take individual and collective action to practice and advance gender equality and human rights for all, including by ending all forms of violence and discrimination against women and girls and advancing equality among women and men, boys and girls throughout all households, educational institutions, workplaces and communities.

The legislative and policy reforms would expand access of women and children to economic participation and opportunity, educational attainment, and political empowerment. Most importantly, they would challenge existing inequitable gender norms within the society, especially its institutions such as schools, families and the court, and ensure that an enabling framework was in place to address gender-based and family violence, as well as gender equality and women's empowerment, in a sustained manner.

Outcome 2: Institutions

The Grenada Spotlight Initiative prioritised the outcome that national and sub-national systems and institutions that were responsible for GEWE and EVAWG would plan, fund and deliver evidence-based programmes that prevent and respond to VAWG. In line with this outcome, the Programme focused on capacity development at both the individual and institutional levels, with the aim that people and institutions would perform functions, solve problems, and set and achieve objectives in relation to successfully managing GEWE and EVAWG in a sustainable manner, for the benefit of the society.

The institution at the centre of this outcome was the National Gender Machinery (NGM) in Grenada. Despite staff and structural changes during the Programme, significant progress was made in laying the groundwork for strong institutions to be developed.

A report was completed on the coordination gaps that prevent the development and delivery of evidence-based services for ending VAWG. It highlighted that social and cultural norms continued to play a significant role in fostering deficiencies in the institutions that were put in place to provide services for the victims and survivors of GBV. It also showed that gender mainstreaming and addressing gender related issues were stymied because gender was still often seen as a "women's topic" rather than a development issue that required the dismantling of challenges and obstacles facing those who were most disadvantaged. This report contributed to the capacity development strategy that was implemented.

At the individual level, over 300 Government officials and civil society participants were involved in various training activities during the period.

The most intensive training resulted in 17 government officials and five CSO representatives completing a ten-week professional development course on Gender Analysis and Mainstreaming for Development Professionals, held by the Government in partnership with the University of the West Indies Open Campus, Grenada. As a result of this course, participants gained the knowledge and skills to explore the intrinsic relationship between gender and development, built their capacity to apply a gender lens and contextual analysis and learned to use gender analysis frameworks in strategic and operational planning. The course has since been replicated by the Ministry with funding from another project.

To further capacity building at the individual level, a training manual referred to as GBV 101 was drafted and piloted to facilitate introduction of GBV education into the curriculum of Training Institutions that deliver training to teachers, police officers, nurses and other public officers. In addition, detailed training instructions and videos on how to integrate GBV 101 into curriculums have been provided to the Ministry. This was undertaken to ensure that the training on GBV can be accessed and delivered in a sustainable manner, promoting long-term effectiveness and continuity. When the integration of this module into the institutions is completed, it would contribute to sustaining the education of professionals, including service providers, on GBV prevention and response.

In response to a need expressed by stakeholders, a manual on Prevention of Sexual Exploitation, Abuse and Sexual Harassment for the Royal Grenada Police Force was developed and training was carried out. As a result of the training, participants developed an understanding of accountability in policing for sexual exploitation, abuse and harassment that was aligned to the international normative framework. They identified policies that should be put into place by the organization and discussed why policy, training, screening, reporting, investigation, victim assistance, and safeguarding were required. The manual was

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

In March 2023, the ministry announced the Government's decision to establish a National Coordinating Mechanism to strengthen the institutional framework for EVAWG in a transformational and sustainable manner. The ministry also advised that the multi-sectoral teams attached to each of its five sub-offices and one in Carriacou and Petite Martinique would be strengthened to perform the functions of sub-national coordinating mechanisms to facilitate collaborative efforts among institutions and entities which respond to VAWG throughout Grenada, Carriacou and Petite Martinique. This approach was selected for the sub-national level using integration as a strategy for sustainability and avoiding additional structures which would be expected to involve some of the same people and entities. Together, the mechanisms would strengthen the institutional framework for effective application of the SOPs.

Gender-responsive budgeting (GRB) was adopted and would be fully mainstreamed throughout Government for the 2024 National Estimates of Revenue and Expenditure with "all line ministries providing expenditure estimates that adequately reflect gender priorities and considerations." During the first quarter of 2023, the Government issued a Gender Budget Statement identifying priorities for gender mainstreaming and budgeting across several Ministries.

In August, the Ministry of Finance set out the Budget Framework Paper 2024 which stated that:

‘The Government is keenly aware that the implementation of projects, programmes, and policies that are financed by public expenditure has differential impacts on women and men. As such, the Budget will be prepared taking into consideration gender issues and priorities in various sectors and factoring in relevant cost implications in the Budget estimates.’

In the guidance issued regarding the preparation of the budget, the Ministry of Finance instructed all 28 ministries and departments to “include gender-related statements in their strategic objectives and performance measures”.

This milestone follows a pilot project that was undertaken by the Programme with the Government of Grenada using GRB tools and a manual to assess the national budget allocations dedicated to addressing VAWG across four ministries and departments.

Other development partners, such as the World Bank, were also undertaking activities in support of GRB in Grenada. The separate but complementary work by different partners contributed to this significant outcome which would be sustainable, and it is expected that the strengthening of the NGM and its network including the gender focal points, Gender Equality Commission and National Coordinating System on EVAWG through this Programme would contribute significantly to the effective application of GRB on Grenada.

The Ministry of Gender Affairs also developed its capacity to strategically engage other institutional

mechanisms at the highest levels.

The Programme supported the drafting of a structure for the National Gender Equality Commission based on consultations with relevant stakeholders, as well as virtual regional and country exchanges on best practices and lessons learned.

Given its central role in the Gender Equality Management System, the ministry is also better equipped to coordinate with line ministries in monitoring progress on promoting GEWE through an Integrated Monitoring and Reporting Plan and Protocol, supported by a Strategic Plan, and the sustainable operationalization of the Coordination Mechanism on EVAWG and Family Violence.

In addition. Permanent Secretaries and Heads of non-Ministerial Departments who are the members of the Senior Managers' Board of the Government of Grenada, staff members of the Ministry of Gender Affairs, staff members of the wider Ministry of Social and Community Development Housing and Gender Affairs and civil society partners increased their awareness of gender equality, women’s economic empowerment, gender analytical frameworks and gender mainstreaming through two training seminars.

Outcome 3: Prevention and Norm Change

Preventing intimate partner violence, sexual abuse and other forms of family violence was a focus area for the Grenada Spotlight Initiative. Using different strategies for primary and secondary prevention to reach specific target groups and the public, the programme worked towards promoting gender equitable social norms, attitudes and behaviours at community and individual levels.

The primary prevention strategies included the introduction of the Foundations Programme for out-of-school youth, expansion of the National Parenting Education Programme, enhancement of Health and Family Life Education and the Child-friendly Schools Initiative, and conducting population wide campaigns. Secondary prevention included the development of a community approach to the Batterers' Intervention Programme and fulfilling the rights of adolescent mothers. These activities contributed to the prevention of VAWG by promoting favourable social norms, attitudes and behaviours at the individual and community levels.

GBV and other forms of family violence are traditions that are practiced because of persistent norms and beliefs. The Grenada WHLES Report (2018) showed that traditional gender norms persist in Grenada, and that there were correlations between the prevalence of intimate partner violence and certain other factors, including partner's use of controlling behaviours and inter-generational abuse. Therefore, prevention requires systematic actions aimed at identifying and challenging harmful norms, beliefs and practices, and promoting those that support equality and peace. To anchor prevention messages on addressing harmful social norms, the programme identified problems that need to be addressed: men's sense of ownership and entitlement of women and girls; women's acceptance of abuse from men; victim-blaming, stigma and discrimination against girls who are sexually abused; and normalisation of violence within the family.

The programme also identified the desired changes that The UN Women Foundations Violence Prevention Programme was introduced in Grenada. In partnership with the Legal Aid and Counselling Clinic, GrenCHAP and the T. A. Marryshow Community College, cycles of the programme were completed throughout the country. Government entities such as the Probation Unit and the Grand Bacolet Rehabilitation and Treatment Centre also benefited.

Approximately 300 young men and young women completed the programme and are now equipped with new knowledge about GBV and skills to effectively manage conflicts and issues related to gender dynamics and hierarchies. Almost 40 facilitators were trained, with the expectation that additional persons would benefit from cycles of the Foundations Programme in the future.

Reaching out to communities was an important element of the primary prevention activities. Community leaders, influencers, informal decision-makers, and personnel from private sector businesses increased their awareness through discussions on topics such as exploring our gendered identities, exploring gender biases and their impacts, forms of GBV, and the resources available for victims and survivors of GBV. Hundreds of parents and guardians, mainly from rural communities and from Carriacou, were empowered to become more effective parents and eradicate violence from their homes by participating in education programmes that include topics such as preventing GBV, healthy relationships, positive behaviour management and sexual and reproductive health.

Schools were also included in the prevention programme so that in-school girls and boys would receive formal socialisation in support of favourable social norms.

Approximately 75 teachers and principals in the Child-Friendly Schools Initiative, 17 teachers and guidance counsellors for the HFLE curriculum and approximately 90 teachers and other personnel of child development centres through partnership with the Basic Needs Trust Fund programme were introduced to integration of gender equality and prevention and response to VAWG into the curriculum and school experience.

One of the critical components of secondary prevention is to end discrimination against victims and survivors at the institutional level. LACC developed a social mobilization strategy which could result in greater awareness of the role of the key actors in the justice continuum, while a consultancy firm conducted a knowledge, attitudes, practices and beliefs study entitled **Grenada: Gaps in Justice Sector Service Delivery and the Lived Experience of Survivors**.

The results and recommendations from these documents would be made available to partners to inform decisions related to further reforms in the justice sector. The Ministry of Gender Affairs scaled up the process to promote acceptance, protection and fulfilment of the rights of victims and survivors of child sexual abuse, especially the reintegration of adolescent mothers into mainstream education. Young women at the Programme for Adolescent Mothers, and their babies, benefitted from improved furniture and equipment. The ministry also took a significant step toward preparing a strategy to engage the private sector and trades unions on developing internal policies on family violence, sexual harassment and creating safe spaces for women in the workplace.

Population-based campaigns and similar activities that aimed at large-scale sensitization and shifts in the cultural norms were implemented, using communications for development strategies and various media to reach target populations. This facilitated increased public dialogue to confront myths

and beliefs that enable the perpetuation of VAWG, while simultaneously promoting healthy relationships, and advancing substantive gender equality at the individual, inter-personal and community levels throughout the country.

- Community activities were held in public spaces, such as the Clothesline project and walk-about in various locations, including various towns in Grenada and in Carriacou and Petite Martinique, that allowed individuals to become engaged and sensitised while going about their daily duties.

- Talk show series, advertisements and public service announcements were developed and aired via radio, television and social media, including at prime time and during the carnival season, bringing useful notices and reminders to viewers and listeners.

- Buses carried messages wrapped onto the back panels on different routes throughout the country, including those reaching remote rural villages.

- Facilitators and children were engaged in the **Protecting Body and Minds** programme at a community library.

- Information, education and communication materials such as pamphlets and infographics were produced and disseminated widely.

- A full-length drama, *What's Your Verdict?* was staged in four locations. It awakened audiences to possible impacts of family violence, especially child sexual abuse (incest), and the effects of the conspiracy of silence.

- A concert, *Voices*, staged, using various performing arts, such as spoken word, music and dance, aimed at young women and young men in the audience and on social media.

- Scaling up capacity to deliver a VAWG awareness programme, *Voices against Violence*, for girls and young women.

It is estimated that this multifaceted prevention programme reached the entire population in one way or another, and also crossed borders especially those carried on social media.

They also contributed to institutional strengthening of

Outcome 4: Quality Services

In Grenada, women and girls who experience intimate partner violence and sexual abuse have improved access to acceptable and quality essential services including for long term recovery. Significant transformations were achieved in the essential services provided to victims and survivors of VAWG in Grenada, and these improvements also contributed to holding offenders accountable.

A VAWG prevalence study was completed in 2018 which showed that 29% of the women in Grenada had experienced physical and/or sexual violence by an intimate partner in her lifetime, that only 25% had sought help from the police, health or social sectors, and that, despite the steady improvements that Grenada made in addressing GBV over the years, many expressed dissatisfactions with the services they received. Therefore, a methodical approach was utilised for this pillar, ensuring that the interventions were data-driven, rights-based, survivor-centred and responsive to the needs of the people of Grenada, Carriacou and Petite Martinique. The overall objective was to improve the quality of and access to essential services by women, girls and families who were victims and survivors of GBV so that over time, they would gain confidence in the system.

The team started by ensuring that service providers and decision makers were armed with information to guide the interventions in the essential services provided to victims and survivors of GBV by the social, health, policing and justice sectors. A Situational Analysis was conducted, providing information on the strengths, gaps and needs of the

the government entities and CSOs. It empowered the personnel in the art of creating captivating messages to suit different audiences and media, as well as the processes for ensuring compliance with relevant guidelines and normative frameworks and satisfying procedures for procurement of goods and services.

service providers, with practical and realistic recommendations for improving the provision of quality services, including in emergency situations.

Standard Operating Procedures (SOPs) for GBV for Grenada were developed, guided by the Situational Analysis and the UN Joint Global Programme's Essential Service Package for Women and Girls Subject to Violence. The Government of Grenada approved the SOPs which is now the framework for the essential services provided by health practitioners, social service providers, law enforcement officers and justice officials to victims and survivors of GBV. It contains matrices and a flow chart that captures referral pathways to clarify the relationships among sectors and mitigate against gaps or duplication in responses, paving the way to increase partnership and coordination between the essential sectors. As a result, service providers are equipped with clear procedural guidelines for support and assistance to victims/survivors. Implementation of the SOPs started, and improvements were made in the quality and consistency of services countrywide; increasing efficacy in holding offenders accountable; and standardizing the response to VAWG.

Priority access routes to social safety net programmes were also prepared for consideration by Government. When implemented, they would increase the availability of and access to quality coordinated services for timely, efficient, effective, and non-discriminatory responses for victims and survivors, including groups facing multiple and intersecting forms of discrimination.

Victims and survivors also began receiving services at improved facilities which were retrofitted and provided with supplies and equipment to better meet their needs as rights holders. The Cedars Home for Abused Women and their Children was retrofitted and equipped to allow it to apply public health measures in the context of COVID-19 and structural changes were made to create a more comfortable environment for all.

The Special Victims Unit of the Royal Grenada Police Force was retrofitted to improve privacy when Officers are consulting with persons making reports and are taking their statements, while the St George's Court received equipment to facilitate their application of two-way camera when receiving testimony from vulnerable witnesses. The Ministry of Carriacou and Petite Martinique Affairs and the Ministry of Social Development and Gender Affairs were provided with furniture and equipment to retrofit suitable spaces to provide services to victims and survivors.

Victims of GBV, especially of rape and sexual violence, have greater access to justice when medico-legal evidence becomes necessary to secure a conviction in court. The Laboratory at the General Hospital was provided with supplies and training to conduct forensic testing locally, increasing the use of this option. To support this retrofitting, medical doctors and other health care professionals were trained in the clinical management of rape. Essential services were expanded during the four years of the Programme. The improvements also minimise the risk that victims and survivors “fall through the cracks” due to gaps in services, because they were developed with provisions aimed at leaving no one behind:

- Additional personnel were recruited to decentralize the essential social service responses delivered by the GBV Unit, allowing residents from rural communities to have increased access through the

four Sub-offices in different parishes in Grenada.

- Residents at Cedars Home started to receive consistent counselling and empowerment support by the addition of a dedicated counsellor to augment the services at that facility.

- Six CSOs increased their capacity to deliver psycho-social, legal support, SHRH services, and empowerment activities to women and girls.

- Manuals, guidelines and tools were developed to systematise solutions to victims and survivors, with various institutions and organisations playing their part, while remaining linked through a well-articulated referral system

- Helpline services were expanded, using a publicised phone number for the GBV Unit that allows the use of WhatsApp, a widely used web-based application for clients to have access using wi-fi, thus reducing the cost of phone calls and messages.

- Victims and survivors experienced a wider range of opportunities for their empowerment, such as through self-defence training; cycles of a psycho-educational programme called the Programme for Women's Empowerment and Resilience (P'WER); and one-day retreats entitled Tears to Tiara.

- A partnership between the Grenada Planned Parenthood Association and the Ministry of Health, supported also by the Associated Agency, developed a mobile health clinic.

- The Adolescent Health Policy was reviewed for Government's consideration.

- To improve awareness of how to access available services, the public was sensitised through the distribution of pamphlets and contact cards, presentations and discussions at various events and public spaces, and on social media announcements.

Service providers from the social service, health care, police and justice sectors increased their knowledge and skills to deliver essential services to women and girls subjected to gender based and family violence. Training was conducted in crisis management, application of the SOPs and Victims' Rights Policy, customer service, case management, medico-legal responses, and general professional development.

Of these themes, the most notable training activities were in the application of the SOPs, which was conducted in three cycles. In the first cycle, participants from all sectors and civil society were introduced to the SOPs and the draft Victims' Rights Policy. The second cycle was conducted for senior personnel from each of the four sectors and for civil society. The third and final round of training was for service providers who operate in each of the six parishes of Grenada and on the smaller islands of Carriacou and Petite Martinique, building their knowledge to apply the SOPs in their work and to mainstream GBV response into the Multi-Sectoral Teams.

Videos and posters on the SOPs and referral pathways were also developed and distributed to

institutions to reinforce the training received. Another notable training was for medical professionals, who developed skills in the clinical management of rape, and having three medical doctors who are trainers and can continue to deliver training in the future.

In addition, service providers were equipped to address the needs of varying segments of the population, thereby advancing the principle of leaving no one behind. Service providers were trained in sign language, while one of the informational brochures was produced in Braille. Foster Carers of the CPA increased their awareness of trauma informed behaviours, attachment styles, basic first aid and COVID-19 protocol, and CPA also engaged representatives from key stakeholder bodies in a two-day workshop to deliberate on practical ways to improve collaboration and to collectively reduce response time with the aim of developing a better multi-sectoral response to child abuse.

Service providers were rejuvenated through opportunities for debriefing, guidelines on self-care, participation in the empowerment and professional development activities, and the satisfaction that the conditions under which they work were improved.

Outcome 5: Data

Under the Grenada Spotlight Initiative, a system was developed for the collection, analysis and use of quality and disaggregated administrative data on intimate partner violence, sexual offences and other forms of family violence against women and girls. Following extensive consultation with civil society and with key stakeholders in the public sector, including the Royal Grenada Police Force.

The Programme strengthened national capacity to regularly collect data related to VAWG by designing and developing an online data collection system, in collaboration with the Central Statistical Office and the National Data Centre of Grenada. A user manual was also prepared, which outlines the main

guidelines, operations and schedules for future use and implementation by the various entities, identifying both agency-level and staff-level roles and responsibilities in relation to technical hosting and management of the system, data-entry, data-processing and management, analysis and dissemination. The system, first referred to as VAWG-WebMS, was rebranded and launched as the Grenada Information System for Analysing and Facilitating Empowerment against Family Violence, Grenada InfoSAFE, to reflect the Grenadian context and longevity of the brand.

Equipment necessary for the operation of the data system, including hardware and software, were

procured and distributed to the Royal Grenada Police Force and the Ministry of Gender Affairs, which are the main data producing agencies, the Central Statistical Office, as the central hub, and the National Data Centre, as the host. Training was also carried out in collaboration with the Central Statistical Office to improve stakeholders' capacities to gather and enter data on VAWG, and to use the data system.

The training sessions aimed at enhancing participants' knowledge and skills for data management and processing, data safety and security, and understanding the layout and functionalities of the web-based data system. The institutions that benefited from the training were the National Data Centre in the Ministry of Information and Communication Technology, the Central Statistical Office, the Criminal Records Office and Police Records Management Information System of the Royal Grenada Police Force, the Ministry of Gender Affairs, Ministry of Health, and other stakeholders of the Spotlight Initiative Programme.

As a result of these activities, professionals from five institutions have been trained and three entities were equipped to prepare for the piloting of Grenada InfoSAFE. When activated, the system would digitize the data collection process and provide a centralized incident reporting system to enable a more comprehensive understanding of the nature and incidence of GBV in Grenada. Subsequently, it would support monitoring and evidenced-based decision-making to tackle local nuances of VAWG.

Training sessions were also held on the use of data for advocacy. These sessions were attended by staff from seven government agencies, including the CPA

and the Ministry for Labour, and by members of five CSOs. As a result, the attendees improved their technical capacity in data collection, statistical interpretation and communicating statistics to improve their advocacy efforts in the area of eliminating VAWG and family violence.

The Rotary Club of Grenada completed the development of an Advocacy Plan to complement and enhance implementation of the Gender Equality Policy and Action Plan. This activity was designed to contribute to Output 5.2, "Quality prevalence and/or incidence data on VAWG is analysed and made publicly available for the monitoring and reporting of the SDG target 5.2 indicators to inform evidence-based decision making".

The objective of the advocacy plan was to raise public awareness to enhance the implementation of the Gender Equality and Action Plan and to facilitate capacity development of CSOs. The Rotary Club also hosted advocacy events and facilitated networking to strengthen collaboration between WROs, and other CSOs.

As a result of the programme, government officers and civil society members developed their capacity to access, analyse and use data for advocacy and in the development of policies, programmes and projects. In addition, the programme conducted a survey on equipment needs of CSOs to build their capacity to analysis and use data for advocacy, and as a result, computers and projectors were procured and distributed to six organisations.

The equipment would also support the CSOs in sustaining their operations beyond the Programme.

Outcome 6: Women's Movement and Civil Society

The Grenada Spotlight Initiative contributed towards the outcome that WROs and other CSOs in Grenada, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, would more effectively influence and advance progress on GEWE and ending VAWG. They were supported to develop the capacity to use tools and strategies to hold the State accountable; to mobilise grassroots, national, regional and international support for GEWE and EVAWG; and to take leadership and ownership of the advocacy required to make progress on GEWE and EVAWG.

Therefore, the programme contributed to the strengthening of WROs and CSOs through grants, provision of equipment and supplies, and other intangible ways.

During the programme, a CSO Support Consultant was recruited to provide ongoing assistance to CSOs over one year through field visits, assessments, workshops and assistance with grant-writing and activity planning. Through the various activities, 13 organisations were engaged, with the results that:

- 11 organisations participated in an organisational needs assessment, which examined the dimensions: planning, monitoring, evaluation, and learning; resources/capacity; governance; management; and stakeholder engagement and partnerships.

- The capacity of the Programme for Adolescent Mothers (PAM) was strengthened through stakeholder consultation and workshops for management and students. Further, a Memorandum of Understanding was drafted to establish cooperation between PAM, the Grenada Planned Parenthood Association, the Legal Aid and Counselling Clinic, and GrenCHAP.

- 4 organisations were assisted in planning activities for the 16 days of Activism and five (5) for International Women's Day. Activities included social media discussions, community discussions, and short videos for visibility of the organisations.

- 5 organisations benefited from hands-on engagement on project management tools and resources in a series of clinics on a CSO toolkit on the themes:

- (i) social media;
- (ii) social enterprising sustainability;
- (iii) programme development, implementation and planning; and
- (iv) programme development monitoring, evaluation, and research.

In addition, a CSO Shadow Report was prepared following interviews with the Technical Focal Points for each RUNO. Guidance was sought from the CS-NRG on the structure of the report, and, therefore, it was centred "on actual CSO involvement, and lack thereof, rather than writing on what was planned or intended to by Spotlight Initiative". She explained that this was an example of how CSOs operate in Grenada, preferring tactile field work over theory.

A comprehensive, online capacity development programme was implemented for CSOs in Guyana and Grenada, building on a series first run in Trinidad and Tobago and Jamaica. The workshops and clinics were conducted over approximately four months, covering themes such as leadership, advocacy, board management, strategic communications, strategic planning, resource mobilisation and project management.

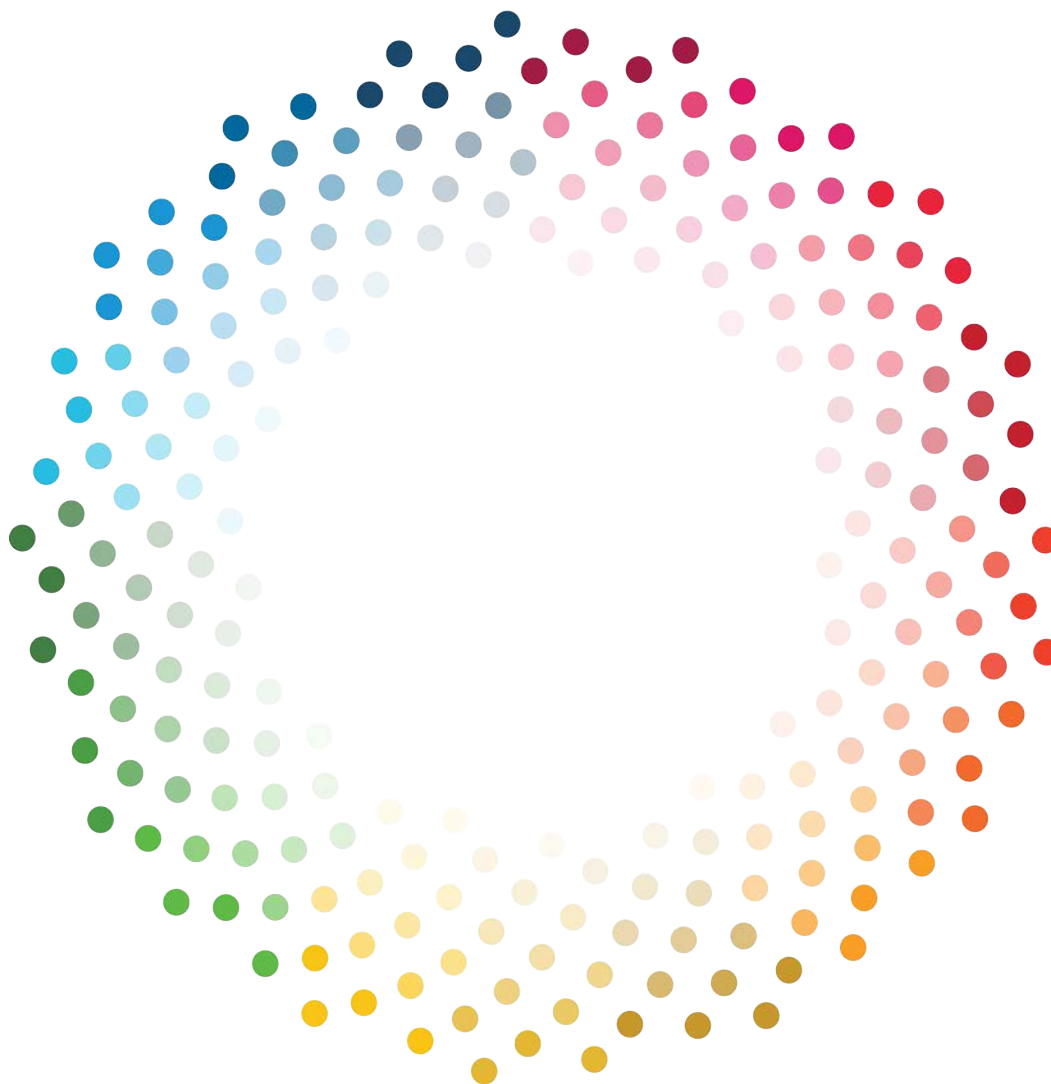
Ten organisations from Grenada registered, but attendance was disappointing for most of the sessions.

WROs and other CSOs built capacity in proposal writing and engagement with the UN system through virtual townhall sessions, a face-to-face workshop and a proposal writing clinic. Of those, eight WROs and CSOs received small grants. In addition, the CSOs that received grants benefited from ongoing one-on-one meetings and technical and financial guidance which served to strengthen their understanding of development programmes and projects, and to raise the standard of reporting and M&E.

The quality of their narrative reports showed some improvement over time, and they developed abilities to complete financial and narrative reporting templates. The benefitting organisations developed a

greater appreciation for systems for record-keeping, monitoring and accountability.

In an effort to support movement building, the Regional Spotlight Programme held two CSO retreats, which included representatives from Grenada. The retreats galvanised interest, momentum and action around networking, alliance building and movement strategizing. Additionally, the retreats built institutional capacity on advocacy and resource mobilisation using a participatory approach. Following the first retreat, several Caribbean CSOs were inspired to sustain the momentum and they established the Caribbean Gender Alliance, a regional partnership of organisations working together to promote healthy gender relations.



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Rights Holders (Spotlight Programme “Beneficiaries”)

Over the course of four years, the Grenada Programme was of direct benefit to approximately 20,000 women and girls, and 11,000 men and boys of

Grenada, Carriacou and Petite Martinique. The entire population, 5 years and older, benefitted indirectly from the Programme.

Indicative numbers	Direct	Indirect
Women (18 yrs. and above)	15 000	42,660
Girls (5-17)	5 000	10,274
Men (18 yrs. and above)	7 000	42,417
Boys (5-17 yrs.)	4 000	11 017
Total	31 000	106,360

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Challenges were encountered during the lifetime of the Grenada Spotlight Initiative, a Programme that contained 54 activities that contributed to 34 output indicators and 13 outcome indicators across the six outcomes, with implementation by four RUNOs, as well as the direct participation of the Associated Agency, the UN RCO, several government ministries

and departments and many CSOs in a Small Island Developing State.

The most significant and persistent challenges were identified as: small community on EVAWG and GEWE, low technical and institutional capacity, time consuming processes and delays, and addressing contextual risks.

Small Community on EVAWG and GEWE

A limited number of people and organisations were actively involved in the work on EVAWG and GEWE in Grenada, and the Caribbean in general, whether as members of civil society, employees in government and CSO, and experts serving as consultants or other professionals. As a result, some of the strategic results remained incomplete upon the conclusion of the Programme, despite the progress, commitments and plans made.

coincidence that some stakeholders expressed that they were experiencing fatigue. The challenge of limited personnel also related to the scarcity of gender experts in Grenada and the rest of the region. The small number of gender experts who were available and willing to engage in this work meant that recruiting staff and consultants was often challenging and this negatively impacted project implementation. Delays were faced, including by repeating calls for applications, accompanied by narrow selection pools.

The result was that some of the consultants were engaged for various activities by different agencies for both Spotlight and non-Spotlight activities in Grenada and other countries, and this affected scheduling, such as the CSO capacity development programme. In addition, this sometimes resulted in selection of persons who required significant guidance, especially in relation to the normative framework for GEWE and EVAWG and the feminist approaches and principles of development, which placed additional burdens on the management and technical coherence functions at all

Challenges & Mitigating Measures

For example, revision of the action plan for the Gender Equality Policy and Action Plan was not finalised, the GBV 101 curriculum was not integrated into the training institutions, the coordinating mechanisms were not set up and functioning, and the Victims' Rights Policy was not submitted to Cabinet.

In addition, there was low participation in capacity development workshops and organisations frequently reported being understaffed and had few volunteers, so they could not identify persons to accept some of the opportunities to attend training sessions. RUNOs and consultants also regularly faced difficulties in obtaining responses, reports and other communications from CSOs, the CS-NRG and Government, as the few persons who interchanged among several CSOs were not necessarily available to undertake preparatory or follow-up work on matters on which they were consulted or otherwise involved. Given the short implementation timeframe and the fact that the same stakeholders were involved in a large number of activities under the Spotlight Initiative as well as their other activities, it was not a mere

stages of implementation of many activities. It also sometimes led to longer periods between drafting and finalisation/approval of outputs, and in a few cases, non-delivery and termination.

To mitigate this, the programme made a concerted effort to diversify the pool of consultants and the range of WROs and CSOs engaged to avoid over-reliance on a very small group and increase the number of people and organisations actively involved in the work on EVAWG and GEWE.

Importantly, 22 government personnel and CSO

representatives in Grenada completed an intensive professional development course with the University of the West Indies Open Campus entitled **Gender Analysis and Mainstreaming for Development Professionals**.

These have added to the number of persons in this field of work, and it should have a lasting impact into the future. To address this further, it would be essential to expand the pool of interdisciplinary experts and specialists on GEWE and EVAWG in the Eastern Caribbean Region.

Low Technical and Institutional Capacity

Implementation of the Grenada Spotlight Initiative created a sense of urgency to take action to end VAWG. However, it exposed and confirmed the structural and systemic challenges that should be addressed to enable effective implementation and sustainability. Gaps in technical and institutional capacity threatened the efficiency, effectiveness and sustainability of the Grenada Spotlight Initiative. Inappropriate technical capacity in project preparation, management, monitoring, evaluation and reporting, and financial accounting has had a debilitating effect on the Government of Grenada, WROs and CSOs.

This challenge was also a barrier in the conceptualisation, writing, development and management of projects by many of the CSOs, especially WROs and grassroots organisations. It was also a barrier for government partners to access

funds directly from the RUNOs as they lacked the appropriate capacities and organisational mechanisms.

The RUNOs and the PCIU recognised the programme's role in contributing to the solution to this problem, and actions were taken through Pillar 2 for Government institutions and through Pillar 6 for WROs and CSOs. Earlier in this report, the sub-sections on these pillars as well as on programme partnerships demonstrate actions taken. RUNOs also used direct procurement modalities to reduce the administrative burden for the respective ministries, but it resulted in increasing the burdens on the small recruitment, procurement and finance teams within the RUNOs. Systemic capacity development should be integrated into public administration and policy programming to ensure impact and sustainability.

Time Consuming Processes and Delays

The administrative and operational processes often caused implementation and delivery of results to be slow. The established funding arrangements by which RUNOs could enter into partner agreements and provide grants to government and CSOs, as well as the slow pace of processing those requests, stymied the consistency and impact of the programme.

For example, some of the CSO grantees expressed frustration that the average time between the deadline for submitting proposals and the signing of agreements and contracts was about six to eight months, followed by delays in the receipt of funds, even when tight timeframes between announcement and deadline for submission of proposals were given, such as three weeks.

This was partly due to limited capacity of the proponents that resulted in them submitting proposals that needed to be revised multiple times after feedback and handholding, but then the grantees or partners were usually given two to six months in which to implement the activities, leaving them feeling overwhelmed.

Further, mainly due to the general elections in Grenada, the Programme delayed preparation and submission of Phase II proposal, resulting in Phase I funds being exhausted by some RUNOs before approval for Phase II was received. There was a further delay in the receipt and processing of funds, including the impact of the transition to a new

business operating system, Quantum.

This resulted in a lull in many activities from mid-2022 to mid-2023 when agreements under Phase 1 had already ended and no new grants were issued. Then, despite efforts made to use modalities such as small grants, direct implementation and recruitment of consultants using approved rosters, the processes were still painfully slow and frustrating. In 2023, a new business system, Quantum, was introduced by two of the RUNOs, and new administrative processes by another. These led to delays, glitches, and uncertainty. The learning curve was steep, but the teams adjusted to the new system and continued implementation. Throughout the programme and across partners, though, the possibility that there were insufficient persons available and assigned to carry out demanding technical and administrative duties in this time-bound and comprehensive Programme was discussed.

Another possible contributing factor was that, in some cases, institutional processes may have led to bottlenecks such as decision-making by one person with little or no delegation of authority. Yet another possibility was that some of the processes were onerous and unresponsive to the needs for efficiency, even in light of ambitious outcomes and outputs. However, by having several activities occurring simultaneously in the last quarter, and by consolidating some activities to increase efficiencies, the team ensured that the programme was fully implemented with meaningful and lasting results.

Addressing Contextual Risks

The programme responded well to two main contextual challenges that it had no control over: the COVID-19 Pandemic, and effects of natural hazards in the region.

Firstly, the outbreak of the COVID-19 Pandemic in March 2020 created seismic shifts in the context and environment in which the Grenada Spotlight Programme was implemented up to 2022.

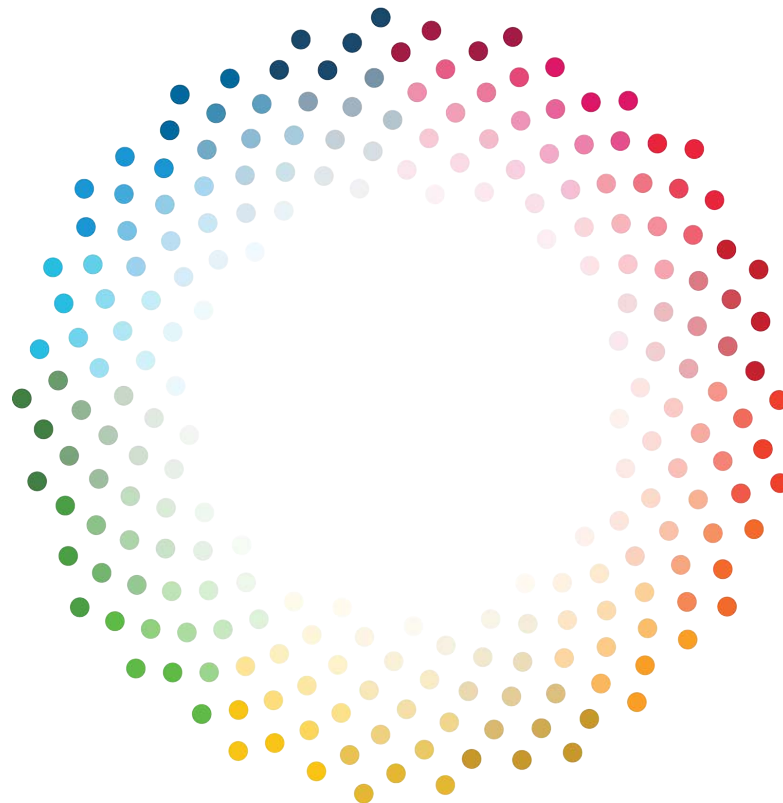
In delivering the Budget Speech to the Parliament of Grenada in November 2021, the Minister of Finance noted that the pandemic had threatened gains made in achieving gender equality, eradicating GBV, strengthening families, and empowering women, especially as it related to reducing GBV and sexual abuse of children the Programme developed and implemented a COVID-19 Response Plan, in consultation with the RUNOs and the UN RCO, which resulted in significant successes being achieved even during the pandemic.

Secondly, natural hazards affected the pace of implementation in 2021. During the programme, there were no natural hazards in Grenada, but the programme was affected by occurrences in neighbouring countries.

The La Soufriere volcano in the neighbouring island of Saint Vincent and the Grenadines erupted in December 2020 followed by explosive eruptions in April 2021, which affected the islands of Barbados and Grenada, Carriacou and Petite Martinique with varying levels of ashfall.

In July 2021, Barbados was hit by Hurricane Elsa, a Category 1 hurricane.

The effects of these hazards slowed implementation of the Programme, as the UN agencies serving Grenada were based in Barbados and were also serving Saint Vincent and the Grenadines.



a. Lessons Learned

Several key lessons have emerged from experiences with the Grenada Spotlight Initiative. The most important lessons are that collaboration among Agencies needs preparation; consistent human resources are required for the core programme management functions; mechanisms must be put in place to facilitate meaningful engagement of partners, grantees and stakeholders; and that programmes should be more realistic to implement and manage.

Inter-Agency Collaboration

In delivering a comprehensive programme that responds to VAWG, it is necessary to work together from the design stage, and throughout implementation to the final evaluation. Working together supports effectiveness by avoiding the occurrence of conflicting ideas, strategies and schedules, and the duplication of efforts. More importantly, it brings additional expertise to the table, increases the opportunity for attainment of the broader outcomes and impact, and builds networks for sustainability.

However, there had been few established systems and processes for inter-institutional collaboration and sustained engagement of each other, whether by RUNOs, Government and CSO.

Instead, the culture more reflected competition. CSOs did not readily share much among themselves or with government, and vice versa. In the case of CSOs, the invitations to apply for grants did not help because they reinforced the idea of competition.

Lessons Learned and New Opportunities

RUNOs did not have mechanisms for working together as one UN either. This led to limited information sharing and the risk of compartmentalisation or working in silos. As there was no period before the programme started to foster collaborative relationships, this was addressed during implementation, such as through the NSC, TCOC and RUNO meetings which facilitated inter-agency coordination, with some very positive results

During the programme, the RUNOs – UNDP, UN Women, UNICEF and PAHO/WHO – collaborated with each other and with the Associated Agency, UNFPA, to implement some activities jointly and they

worked together to achieve results, but this evolved over time. The experiences taught the programme that collaboration happens most successfully when all parties were prepared, noting that collaboration requires additional steps and time, such as for extended consultative processes. Therefore, the agencies should establish the systems, procedures, and culture to enable collaboration and be prepared to execute inter-related interventions and processes within the agreed-upon schedule.

An inception period for early planning and partnership building is a key element for an effective joint programme.

Human Resources for Programme Management

Being part of a flagship programme with bold and transformative targets, the Grenada Spotlight Initiative was a high-stakes, demonstration programme with responsibilities at the local, regional and international levels. However, the PCIU had a programme management team of only two persons, a Programme Associate, who was also assigned other roles in the agency, and a Programme Coordinator.

At certain periods, the team was reinforced by a Communications Consultant and a Monitoring and Evaluation Consultant on deliverable-based contracts. The mid-term assessment recognised that the deficiencies in this structure should be addressed, specifically recommending, among other things, that the M&E function needs to be strengthened with adequate financial resources and skills mix and that consideration should be given to having a dedicated person for technical coherence.

The programme was in a small country and had a small budget, when compared to other country programmes in the region and globally, and there were limits concerning budgetary allocations for programme management, so, understandably, decisions were guided by those limitations.

As a result, however, the key functions of management had to be carried out by the small team for most of the implementation period, including oversight and coordination, technical coherence, quality control, financial and technical monitoring,

Mechanisms for Engagement

Implementation of the programme required the engagement of government and CSOs, whether as grantees, implementing partners or collaborators and stakeholders.

However, the RUNOs had limited mechanisms for meaningful engagement, especially recruiting weaker

report preparation, record-keeping, knowledge management, communication, relationship management and support for governance and implementation processes. For the periods when the consultants were brought on board, they generally lacked contextual knowledge, familiarity with the jargon and people involved, and flexibility in the scope of duties, so this arrangement proved to be challenging, especially in the case of the Monitoring and Evaluation Consultants.

Therefore, provisions should be made for adequate human resources to be consistently available to perform the key management functions throughout implementation of future programmes. For example, a subject matter expert can be assigned/employed specifically to facilitate technical coherence in comprehensive programmes and greater emphasis could also be given to building the capacity of the partners, grantees and personnel to apply the normative framework, available data and relevant local laws, policies and action plans, etc. before implementation of their activities starts, so that the framework and local knowledge can be well integrated.

Ideally, the management, technical and implementation teams should be put in place for planning and preparation during an inception period before the programme start date and remain in place to carry out programme closure and transition activities after implementation is completed.

Government and CSO stakeholders, and there was a culture of using consultants and vendors who were in the system, such as on rosters.

In Grenada's small, developing society, few persons and organisations were already in those systems or were prepared to enter the system quickly.

situation, which is linked with the challenge of low technical capacity, was identified during the design stage and noted in the Country Programme Document.

The mechanisms for engagement were explored and put in place during implementation of the programme, such as providing “handholding” support to guide new grantees and partners through processes, and encouraging partnerships between government and CSOs. It was time-consuming to get some of them ready to be included, but through the programme, many more businesses and individuals are registered, and additional CSOs have engaged with the UN system so they should be able to access

Programme Design

Implementation of the programme required the engagement of government and CSOs, whether as grantees, implementing partners or collaborators and stakeholders. However, the RUNOs had limited mechanisms for meaningful engagement, especially recruiting weaker Government and CSO stakeholders, and there was a culture of using consultants and vendors who were in the system, such as on rosters. In Grenada’s small, developing society, few persons and organisations were already in those systems or were prepared to enter the system quickly.

The programme was a very ambitious one, and rightfully so, as it brought major investment to addressing an age-old problem using a comprehensive approach as well as advancing the One UN approach to implementing the SDGs. However, it was also described as burdensome, too demanding, and overwhelming, since it contained significant complexities to be managed, and some of the key personnel expressed feeling exhausted and even burnt-out.

The small size of the community actively working on EVAWG and GEWE and the low technical and institutional capacity in government, WROs and

future opportunities more seamlessly.

In the future, it would be important for RUNOs to work together to develop appropriate, feasible measures for engagement with civil society and government departments which would allow them to receive project funding and support implementation effectively. Going forward, it would be essential for agencies to adopt a coordinated, systematic approach to recruitment and management of grantees and partners, and interaction with stakeholders generally. This would mitigate against organisations being overwhelmed by the demands of numerous activities being carried out over a short period.

CSOs were noted in the Country Programme Document, as was the complicated structure for implementation and governance with limited resources for programme management. It is not clear, however, the extent to which the limitations and risks posed by these conditions were applied to the programme design, as Phase one included forty-six (46) activities to be implemented within two years. Attempts were made to address this for phase II, but continuation of many of the activities in phase I was necessary. Thirty-eight activities were implemented in phase II, with a combined total of fifty-four activities.

At the global level, the theory of change for each pillar was well-articulated, but the challenging/cumbersome results framework was not sufficiently responsive to different contexts and the realities of working towards social change. Further, the programmes were implemented in two phases, with uncertainty as to whether phase II would be approved, thereby hindering continuity within the three-year programme (later extended to four years). In addition, the mid-term assessment for Grenada was delayed, and its findings were to be relied upon to indicate whether phase II could be granted before the proposal could be prepared, so this contributed to a longer break between the phases.

The commitment, determination and passion of the leaders, workers and volunteers of the RUNOs, government, WROs, CSOs, and all stakeholders must be highly commended. However, a simpler programme with more strategic or targeted results matrix, activities and structures may have achieved equally impactful results, maintaining the comprehensive nature of programming and the demands for accountability, but without the anxieties and pressures experienced. It is recommended, therefore, that the results, activities, governance

structure and other aspects of future programmes should be designed with greater attention to the circumstances in which implementation would take place, as well as the realities of addressing social problems.

It is further recommended that programmes in Grenada should be more selective about the range and types of results and activities to be pursued, with a focus on fewer, but strategic and better-resourced, activities to achieve the transformative results intended.

b. New Opportunities

As a result of implementing the Grenada Spotlight Initiative, opportunities have emerged or were amplified. The programme partners now have opportunities to utilize a wide range of products that

were generated, project and prepare implementation teams, create systems and procedures to enable working as One-UN, and increase responsiveness to the realities in small, developing states.

Utilize Knowledge Products

The Grenada Spotlight Initiative has generated a wealth of approved and draft knowledge products and other outputs.

that should receive immediate attention are:

The Caribbean Regional Spotlight Programme and other programmes have also generated many reports, manuals and tools that can be shared.

1 The guidelines that were developed for establishing or strengthening the mechanisms of the Gender Equality Management System.

During implementation of the programmes, attempts were made to disseminate those materials, but realistically, given the intensity of implementation, many may have been unnoticed.

2 The draft policies and bills for which approval is pending.

Therefore, opportunities to finalise, disseminate and utilize those products should be created so that their benefits can be realised, duplication of efforts can be reduced, and the impact of the programme can be achieved and sustained. In addition, the products and other outputs from Grenada can be made available to other countries, especially within the Eastern Caribbean.

3 Grenada InfoSAFE to be operationalized to make administrative data publicly available.

Some of the outputs from the Grenada programme

4 The training manuals and related tools, such as the **Manual on Prevention of Sexual Exploitation, Abuse and Sexual Harassment for the Royal Grenada Police Force, Training manual and tools on Using Data for Advocacy and Training manual and related tools on GBV 101**

5 Findings and recommendations in the research **Grenada: Gaps in Justice Sector Service Delivery and the Lived Experience of Survivors**

Adequate Teams to Support Implementation

UN Agencies, Government and CSOs can use the experiences of the Spotlight Initiative to reflect on the demands placed on the operations, administrative and technical personnel who are required to facilitate an increased level of activity and expanded partnerships for large programmes such as the Spotlight Initiative. For example, recruiting new personnel, additional procurement transactions, and managing payments and accounting processes within tight timeframes can be burdensome for the

operations and administration personnel who are also required to maintain their regular workload, and this may lead to bottlenecks that slow down processes and causes delays in implementation. The Agencies and organisations should therefore anticipate and prepare for the increases in workload, including by ensuring that there is adequate staffing to support all aspects of execution, both for the technical or programmatic components, and for the operational and administrative functions.

Working as One-UN

The Spotlight Initiative was designed to be a demonstration fund for joint implementation on the SDGs and a model of partnerships, and it has produced remarkable results. The UN can use the

innovations and lessons learnt through this programme to create and formalize systems and procedures that provide practical solutions to the concept of working as one.

Increasing Responsiveness

The UN Organisations can reconfigure some of their operations to make them more responsive to the realities in small, developing states which have limited technical resources as well as underdeveloped institutions and organisations.

The principles of 'leave no one behind' should include, at the macro level, removing barriers to ensure that those states are not left behind.

The principle of equity, that resources should be made available based on need, can also be applied.

Therefore, adequate financing and engagement arrangements should be created to meet and support these countries where they are and support them in a way that values and increases their capabilities from within, so that transformations can be sustainable.

Grenada Spotlight Initiative applied several innovative, promising and good practices over the four years of implementation, which yielded very positive results. The most significant good practices were that Government provided high level national

leadership, meaningful participation of the women's movement and civil society was ensured, technical coherence was supported by evidence and the normative framework, and LNOB was well addressed throughout the programme.

1. *Government Provided High-level National Leadership*

Seeking the support of Government was a promising strategy to ensure national ownership and sustainability. 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. The programme was developed in alignment with other ongoing government initiatives and policies, such as the Gender Equality Policy and Action Plan, and Government's Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, including Intimate Partner Violence and Child Sexual Abuse. In

addition, the outcomes of this initiative were identified as part of the National Sustainable Development Plan 2035, contributing to the national outcome for "a resilient, inclusive gender-sensitive and peaceful society".

Government instituted mechanisms for governance and implementation, which included:

- Assigning the Ministry responsible for Gender Affairs 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 Officers at the Technical Level to lead Pillars 1-5 and serve as the counterparts to the Spotlight Technical Focal Points from the RUNOs. Joint Pillar Teams were established to broaden the engagement.

One of the RUNOs recognised that having dedicated local leadership with an inter-sectoral committee for implementation along with RUNO personnel based in Grenada contributed to effective implementation of Pillar 4.

During implementation, Government was consulted on strategies and plans, such as acceleration plans, COVID-19 response plans and support for the participation of civil society.

During the period of the general elections and change of administration, the programme delayed completion of the Phase II proposal so it could engage the new Ministers of Government. Assurances of continued commitment and continuation of implementation were given.

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

Innovative, Promising or Good Practices

The government maintained ownership and leadership of the programme throughout implementation and closure and, in the Budget Statement delivered to the Houses of Parliament in

December 2023, the Minister for Finance, announced that Government had made provision for the continuation of this initiative from local resources.

2. Meaningful Participation by the Women’s Movement & Civil Society

The Programme facilitated the engagement of civil society from the design stage, and it continued throughout implementation. Once formed, the CS-NRG was invited to participate in substantive ways, though with limited success. In order to promote meaningful CSO engagement, a “Strategy for Mobilising and Supporting the Women’s Movement and Civil Society in Grenada through the Spotlight Initiative” was developed and approved, and different practical solutions were employed to build the capacity of the organisations and facilitate their access to funds.

As a result, at least 45 WROs and other CSOs received various forms of support. Twenty of them received grants to implement activities under the programme and build their capacity. Focus was

placed on harnessing the leadership and coordinating roles WROs on the issues relating to ending violence against women. The Grenada National Organisation of Women, Grenada Women Parliamentary Caucus, Girl Guides Association of Grenada, and Soroptimist International of Grenada received specific support to build in their capacity, mobilise their members and gain visibility through implementation.

The engagement of the CS-NRG, women’s movement and CSOs in these meaningful ways should continue to 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. Technical Coherence Supported by Evidence & the Normative Framework

Key reference materials included the Women’s Health and Life Experiences Study of 2018, the Gender Equality Policy and Action Plan (2014-24), the National Strategic Plan on GBV, the National Sustainable Development Plan (2020-35), the Report by the Technical Working Group on VAWG (2018) and the Essential Services Package on women and girls subjected to violence.

These, along with the international normative framework for GEWE, set the basis for programme development and design, preparation of policies, communication materials, and so on.

They were also used to bring the goals of ending VAWG, achieving gender equality and empowering women to the national consciousness and secure government leadership/buy-in.

4. The Principle of LNOB well-addressed

LNOB was an important consideration throughout the programme, and early gains were made. However, gaps were identified when reviewing the programme’s performance for the development of the Phase II proposal, so the programme set out to define LNOB in

the context of Grenada and determined that it included the following:

i. Residents of Carriacou and Petite Martinique, the two permanently populated islands that are part of the State of Grenada.

ii. Residents in rural communities, including those communities that are not easily accessible, thereby limiting residents' access to services and participation in national programmes. Some of these communities may either increase vulnerabilities or contain systems of empowerment and resilience that could be emulated, or both.

iii. Women and girls with multiple and intersecting forms of discrimination, including persons with disabilities, LGBTIQ populations, persons living in poverty, and so on.

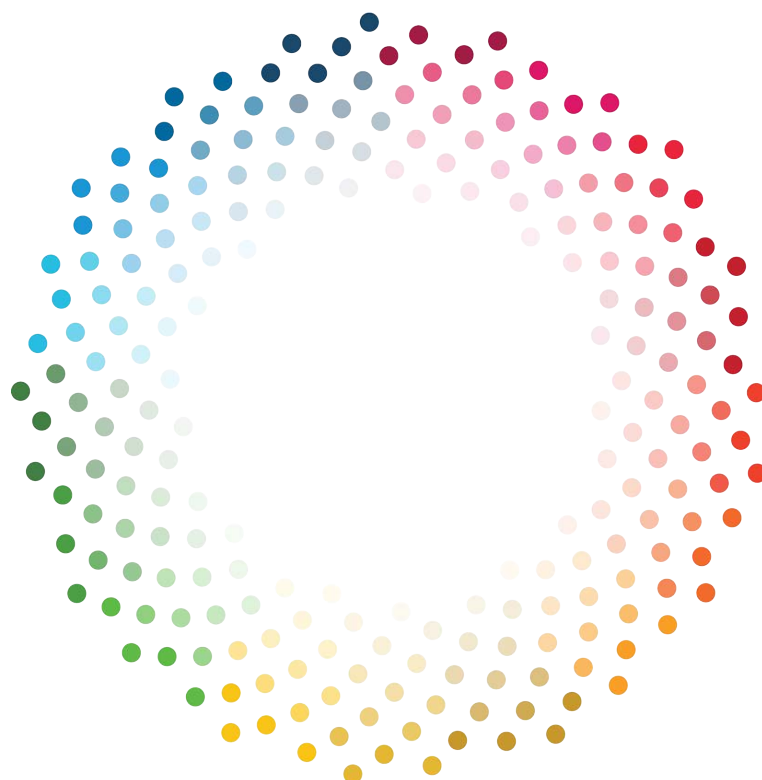
Articulation of the LNOB categories brought awareness to the partners and led to greater focus on all categories during planning, implementation and reporting. Residents of Carriacou and Petite Martinique were not left behind – they benefitted directly from training of service providers and community members, the clothesline project, parenting education, and the UN Women

Foundations.

Programme. Women and girls facing multiple and intersecting forms of discrimination also benefitted though basic sign language training for service providers, materials presented in Braille, and community education activities for vulnerable and hidden populations.

The CS-NRG included members who represent various LNOB groups, such as GrenCHAP and GNCD. The SOPs, policies and other guidelines also include provisions for LNOB, and the programme has reached out to women and girls in rural communities by supporting Government to decentralise GBV response services to its sub-offices and by bringing public education and communication for development activities to rural communities.

In Phase II, representatives from the Government Ministry and CSOs in Carriacou and Petite Martinique were invited to join the TCOC and the CS-NRG. The Ministry accepted the invitation.



a. Overview

Since the inception of the Grenada Spotlight Initiative, the Communications and Visibility Action Plan was adopted to guide the dissemination of key messages, raise awareness, and foster engagement. Media coverage has been garnered with over 50 stories and media appearances by partners, grantees and the PCIU, distributed across television, radio, newspapers, and online portals, reaching an estimated audience of 100,000 people with 15,076

media hits in the last six months of the programme alone.

The coverage explored diverse themes, including training programmes, human-interest stories, and achievements of the Grenada Spotlight Initiative, contributing to raising awareness of the programme itself, prevention and responses to GBV, and the work of the partners.

Communications and Visibility

b. Messages

The programme disseminated different types of messages, embracing creative storytelling methods to address the complex issue of VAWG. Collaboration with influential media outlets like the Grenada Broadcasting Network (GBN) and Now Grenada online news outlet contributed to a comprehensive and impactful media presence and ensured the dissemination of these key messages to a wide audience.

The messages were geared to:

- Dismantle the stigma surrounding GBV with the aim of creating a culture of openness and reporting. Stories included the theme "Break the Silence, End the Violence."

- Provide in-depth explorations of the initiative's achievements and societal impact, with articles such as *Stepping into Progress*, *Continued Progress in Transforming Society* and *Survivors Need Safety, Empowerment, and Empathy to Move Forward*.

- Share official information on the programme with clear and official updates on the initiative's progress, and contributing to a comprehensive understanding, with titles like *Grenada advances towards establishing a National Coordinating Mechanism* and *Grenada Spotlight Initiative Approaches the Journey's End*.

- Raise awareness of upcoming events through creative Reporting that encourages the public to participate, such as stories in advance of the drama production **What's Your Verdict**, and Voices Unite.

C. Media and Visibility Events

The programme held special events, which collectively contributed to the programme's visibility, fostering engagement, and driving impactful conversations surrounding the mission to end VAWG. Events related to specific results were also held.

- **Launch – March 5, 2020:** The Grenada Spotlight Initiative kicked off with a momentous launch event hosted by the Ministry of Social Development. The high-level launch began with a ceremonial Signing Ceremony and media briefing in the morning and culminated with an evening reception and the illumination of the Parliament Building.
- **Spotlight on Results: Ending Family Violence, November 25, 2021 –** This was a hybrid event that celebrated the results achieved through the activities implemented by partners and grantees. The event facilitated face-to-face engagement between the EUD and a small audience from the Grenada Spotlight Community.
- **Knowledge Fair: November 6-8, 2023, in Barbados –** organised as part of the Spotlight

d. Campaigns

Several campaigns were conducted by partners and grantees. The two undertaken directly by the PCIU were:

- **Radio Awareness Campaign, 2023:** in the lead-up to the 16 Days of Activism, some of the grantees and partners generated awareness on the work done, under the following themes:
 - i. Empowering girls against GBV and promoting healthy relationships.
 - ii. Legal rights and remedies available to survivors of GBV

Initiative Caribbean Regional Programme Bridgetown, and held under the theme “Empowering Voices, Ending Gender-Based Violence” the Knowledge Fair was a cultural and technical space for sharing experiences and fostering cooperation. The programme was represented by seven participants from Grenada, led by the GBV Unit, which shared information on the increased formal coordination of sectors in the delivery of quality, essential services.

- **Grenada Spotlight Initiative closing ceremony: November 29, 2023 –** the event hosted by the Ministry of Social Development and Gender Affairs under the theme "Spotlight on Results and Sustainability: Empower, Inspire, Unite" marked the culmination of a transformative journey.

It brought together Members of Parliament including the Prime Minister and two other Ministers of Government, senior government officials, CSOs, representatives of the EUD, the UN and other stakeholders in a moment of reflection, celebration, and recognition of the achievements.

iii. **Conflict Resolution: Strategies for Resolving Conflicts Peacefully within Families and Communities**

iv. **Men as allies.**

- **Interviews and Informed Discussions on the Government Information Service:** to showcase the programmes activities and grantees on a well-established platform, boasting 46 thousand Facebook followers, 21.3 thousand YouTube followers, and broadcast on Channel 22.

e. *Human Interest Stories*

- Donyisia Francis-Domergé's Inspiring Journey Against GBV in a story entitled *Changing the Tune of Gender-Based Violence*, describing her transition from calypsonian to service provider.

<https://nowgrenada.com/2023/10/changing-the-tune-of-gender-based-violence/>

- The Arts Against Gender-based Violence in Grenada: An Insightful interview with Cemal Copland, Advisor to the Writers Association of Grenada (WAG), discussing the association's revival and its mission to combat pressing social issues, including Family

Violence and VAWG

<https://nowgrenada.com/2023/10/the-arts-against-gender-based-violence-in-grenada/>

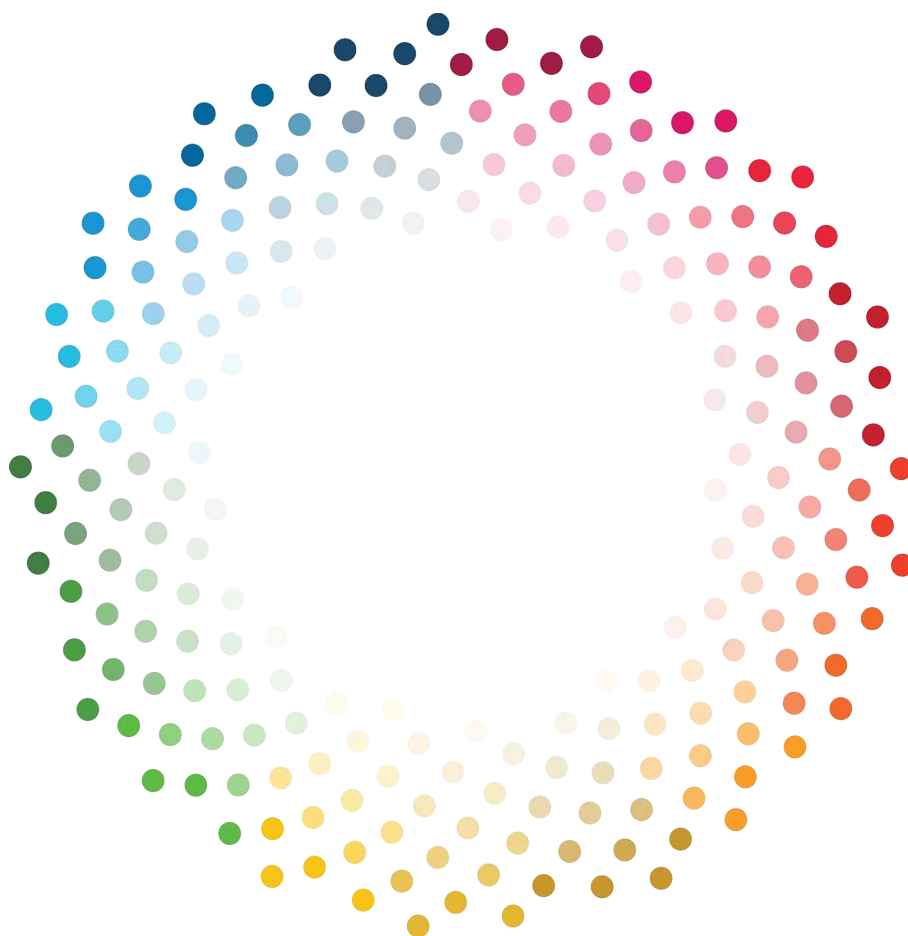
- *Empowering Change: Carnival Outreach Takes a Stand Against Violence*: highlighting a campaign held by the GBV Unit in the lead up to the vibrant colours and contagious rhythms of Grenada's carnival that aimed to ensure every reveller's safety and dignity through a series of walkabouts in the capital St. George's and another parish

5. *Transforming Creative Tools into Instruments of Empowerment*

A collaboration between the HEON Project Grenada and the Writers Association of Grenada (WAG) has turned pens, papers, and brushes into instruments of empowerment. These two associations have joined

forces to host a Creative Writing Poetry Workshop titled **Speak and Listen!**.

(<https://nowgrenada.com/2023/10/the-arts-against-gender-based-violence-in-grenada/>)



f. Testimonials

“Unless there is a sense of strong ownership of what we are doing and a drive that is local, we will never have a good enough impact, and this is why Grenada is such a great example. Everything that has happened has been driven by Grenadians, and that’s why I think it will have a lasting impact.” ~ **H.E. Malgorzata Wasilewska, Ambassador, Delegation of the EU to Barbados, the Eastern Caribbean States, OECS, and CARICOM/CARIFORUM**

“We are taking a proactive approach to introduce 13 bills in Parliament, aiming to encompass critical aspects such as family affairs, domestic violence, and sexual offences in the Criminal Code. The overarching focus remains steadfastly on safeguarding the rights of victims, especially children, and holding offenders accountable.” ~ **Senator the Hon. Claudette Joseph, Attorney General and Minister of Legal Affairs, Labour and Consumer Affairs**

“Our vision is to have dedicated teams in each parish, ensuring swift and efficient responses to incidents of GBV.” ~ **Nicole Neva-Pitt, Gender-Based Violence Programme Officer, Gender-based Violence Unit, Ministry of Gender Affairs**

“Our society can be seen as very sexually charged, which in my opinion, contributes to violence against our young girls and sometimes boys. Therefore, the ‘Voices against Violence’ curriculum training is very relevant and necessary to address GBV within the community.” ~ **Petula Telesford, Guider, Girl Guides Association of Grenada**

“In these sessions, you never felt that your answers were wrong, or your contributions were questionable. It felt like a really safe space to share your thoughts and where you were with your organisation; I know for us I was able to bring back to the organisation a lot of the things that I learned; even some of the videos

because the recordings I was able to share with my colleagues. ~ **Casandra Mitchell, Caribbean Association for Youth Development (Grenada) & participant in the CSO Capacity Building Programme**

“We cannot continue to remain silent when we see the issues of family violence occurring in our communities. We are our brother’s keeper; we are the keepers of our children.” ~ **Francis Urias Peters, Playwright and Technical Director, What’s Your Verdict?, La Boucan Creative Centre**

“Through funding, we have ensured the continuation of programmes such as the man-to-man programme. Perpetrators are not evil; they are people who have tools that are not working for them, their partners, or their family. How can they deal with conflict more effectively and not choose violence?” ~ **Tonni Brodber, Representative, UN Women MCO – Caribbean**

“It has been proven by research that family violence, violence against women, children, and community violence are interconnected and perpetrate a destructive cycle, so it is important to continue to break the cycle by addressing the core drivers of violence.” ~ **Didier Trebucq, UN Resident Coordinator for Barbados and the Eastern Caribbean**

“We are all crucial players in the drive for social transformation. We are all duty-bearers charged with the responsibility to advance an agenda for positive gender relations that guarantee a life free from violence. We are all committed to leaving no one behind.” ~ **Senator the Hon. Gloria Ann Thomas, Minister with Responsibility for Social Development and Gender Affairs, Ministry of Social & Community Development, Housing and Gender Affairs.**

9. Photos



Participants at a GBV 101 Workshop, held by the Ministry of Social Development in 2022.

Photo Credit: The Grenada Spotlight Initiative.



State and civil society representatives convene to develop a sustainability plan, ensuring the continued commitment to eradicate VAWG.

Photo Credit: The Grenada Spotlight Initiative



Left to Right: Bertrand Edwards, a Community Mental Health Worker; Abigail Jeffrey, Social Worker in St. Patrick; Nicole Neva-Pitt, Head of the GBV Unit within the Ministry of Gender Affairs; and Donyisia Francis-Domergé, Operations Supervisor at a women's shelter, participated in the National Standard Operating Procedures training to support victims and survivors of GBV.

Photo Credit: The Grenada Spotlight Initiative



Girl Guides leaders gather with their charges for training in the Voices Against Violence curriculum, equipping them with the skills to discuss and address incidents of GBV.

Photo Credit: The Grenada Spotlight Initiative



Messages painted on T-shirts showcase participants' commitment to ending GBV during a Clothesline event in Carriacou. Photo Credit: The Grenada Spotlight Initiative



Left to Right: Stephanie Ziebell, Deputy Representative, UNDP Barbados and the Eastern Caribbean; Tonni Brodber, Representative, UN Women Multi-Country Office – Caribbean; Didier Trebucq, UN Resident Coordinator for Barbados and the Eastern Caribbean; Hon. Gloria Thomas, Minister with Responsibility for Social Development and Gender Affairs, Grenada; Hon. Dickon Mitchell, Prime Minister of Grenada; Hon Lennox Andrews, Minister for Economic Development of Grenada; H.E. Malgorzata Wasilewska, Ambassador, Delegation of the European Union to Barbados, the Eastern Caribbean States, OECS, and CARICOM/CARIFORUM; Solange Kobi Jackson, Family and Community Health Advisor, PAHO/WHO Office for Barbados and the Eastern Caribbean Countries; and Fiona Anthony, Country Programme Specialist-Grenada, PAHO/WHO attending the closing ceremony of the Grenada Spotlight Initiative. Photo Credit: UN Women Photos/Brainstorm Productions



Participants at a GBV 101 Workshop, held by the Ministry of Social Development in 2022.
Photo Credit: The Grenada Spotlight Initiative.

h. Videos

- The GBV Unit of the Ministry of Gender Affairs led the development of a video to serve as an educational tool for service providers on the SOPs.

- A video with testimonials on the application of the SOPs was developed and shown at the Closing Ceremony of the programme.

- A video on Grenada InfoSAFE was developed to introduce partners and stakeholders to the platform.

- Spotlight grantee, Soroptimist International of Grenada placed a particular emphasis on championing gender equality and social inclusion for individuals with disabilities. <https://fb.watch/p1WeNYDOD6/>

- CSOs created short videos to give visibility to their organisations. Questions were developed to guide the conversation for CSOs leaders' engagement with the media. Five (5) videos were recorded and

shared on The Social Mind, GrenCHAP, and the five CSOs social media platforms.

See the recordings at these links:

- GrenCHAP - Interview with Xia Williams
Project Coordinator

<https://www.facebook.com/DSocialMind/videos/605592944365382>

- GNCD - Interview with Carlene Pezar -
Assistant Coordinator

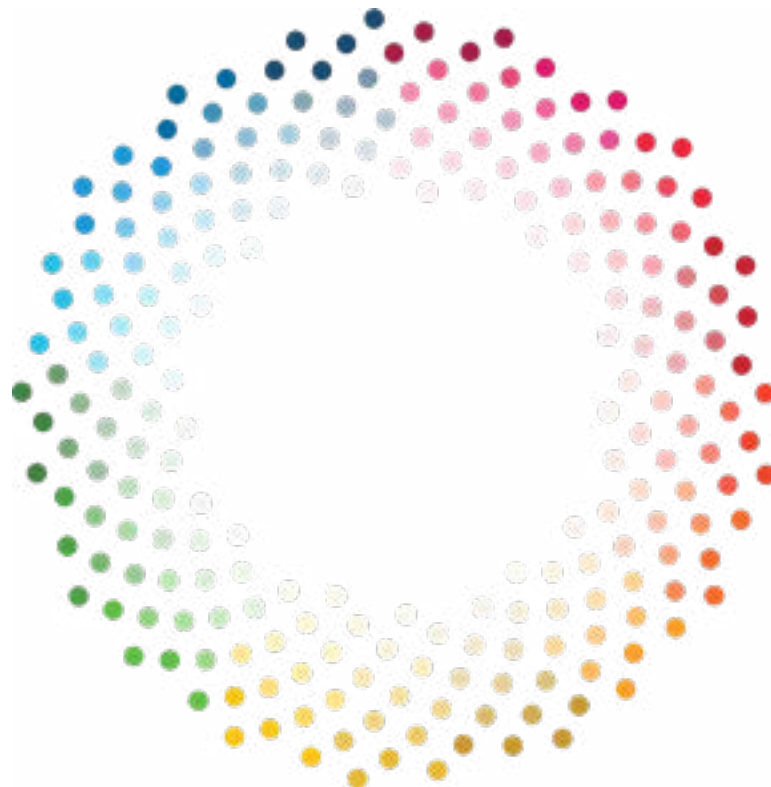
<https://www.facebook.com/DSocialMind/videos/973219964046511>

- SADO - Interview with Mina Booker - Board
member

<https://www.facebook.com/DSocialMind/videos/3445554369035461>

- GPPA - Interview with Shakey Cornwall -
Executive Director

<https://www.facebook.com/DSocialMind/videos/233238939060655>



Government's ownership of the programme, enabled through the leadership of the National Gender Machinery and supported by active participation of civil society, yielded very positive results for the Grenada Spotlight Initiative in transforming responses to GBV in Grenada, Carriacou and Petite Martinique.

The programme contributed to the achievement of gender equality, peace, social inclusion, protection of human rights, and inclusive growth, which are critical elements of Agenda 2030 and the SDGs, as well as the priority areas of the UN Multi-Country Sustainable

Development Framework. The Initiative was also aligned with national priorities and therefore contributed to the implementation of Grenada's Gender Equality Policy and Action Plan, and Government's Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, including Intimate Partner Violence and Child Sexual Abuse.

In addition, the outcomes of this initiative were identified as part of the National Sustainable Development Plan 2035, contributing to the national outcome for "a resilient, inclusive gender-sensitive and peaceful society".

When designing the Spotlight Initiative Programme in Grenada, it was recognised that it was important to understand the gaps being addressed, the desired changes, and the avenues for sustaining the change over time. Therefore, the Situational Analysis conducted in 2019 revealed the main gaps that had to be addressed, and programme activities were planned accordingly. In 2020, the Programme embarked on a course of activities across the six pillars to address those gaps and, in 2021, identified nine transformational outcomes that should be sustained as the legacy of the programme.

During implementation, the programme adopted strategies to achieve those transformational outcomes and facilitate sustainability, and in 2023, a retreat was held at which government and civil society partners co-created the Sustainability Plan. This plan presented both theoretical and practical elements for sustainability. The Sustainability Plan went on to identify the Critical Next Steps, which detailed five (5) Strategic activities that would support and sustain the impact of the Programme. The Grenada Spotlight Initiative has made significant contributions towards to those critical next steps, which are:

- 1** Strengthen the structure for gender equality, women's empowerment and ending violence against women and girls.

Looking Forward – Ensuring Spotlight's Contributions are Sustained

They are:

- Enforcement of laws and policies;
- Improved services for victims and survivors by the responsible service providers;
- Connection made between gender, human rights and empowerment;
- Harmful gender norms addressed;
- A strong national mechanism for response and accountability is in place;
- Victimization and cultural stigmatization towards adolescent mothers eliminated;
- Public legal education entrenched;
- Strong and autonomous network of civil society organisations; and
- Policymakers and decision-makers move the GEWE and EVAWG agenda forward.

2 Enact legislation and approve policies to improve the framework for comprehensive actions on gender equality, women’s empowerment and ending violence against women and girls.

3 Operationalise Grenada Information System for Analysing and Facilitating Empowerment against Family Violence, Grenada InfoSAFE, to make administrative data publicly available from the first quarter of 2024.

4 Examine reports, training manuals, tools, other knowledge products and communication materials developed under the programme and determine how to use them over time. The selected materials should be copyedited, designed, published, and distributed

widely. Relevant knowledge products from other Spotlight Programmes should also be utilised.

5 Increase capacity of government and civil society to access and utilise grant funding for gender equality, women’s empowerment and ending violence against women and girls from a wide range of donors and in multiple contexts, including when gender is mainstreamed in other thematic areas.

The RUNOs expressed commitment to sustainability and have made arrangements to build upon some of the specific results of the programme.

The following table shows examples of actions that RUNOs committed to implement from 2024.

RUNO	Actions for Sustainability
UNICEF	<ul style="list-style-type: none"> - Continue to support the Attorney General’s Office with completing the processes to take the Bills to Parliament for its consideration. - Provide support to the Grenada National Organisation of Women to advocate for the legislative reform and implementation of the laws, when passed.
UN Women	<ul style="list-style-type: none"> - Proceed to finalise and digitise the priority access routes for GBV survivors to access social safety nets, with support of the Build Back Equal Project funded by Global Affairs Canada. - Maintain the small grants programme to allow WROs and CSOs to access funding. - Continue application of the Foundations Programme and an improved Partnership for Peace (Man-to-Man) Programme. - Continue to support GRB, particularly through training.
PAHO/WHO, with UNFPA	<ul style="list-style-type: none"> - Continue to support the Ministry of Health and CSO partners in advancing the work in the context of adolescent health and the clinical management of rape. - Seek new partnerships to address GBV and youth.
UNDP	<ul style="list-style-type: none"> - Sustain and expand the Grenada InfoSAFE platform by supporting national efforts to collect and analyse crime data, e.g. deployment of hardware and software to government agencies and NGOs, in particular for youth-involved crime, including GBV; providing further training on data management and analysis; and creating connections with other national platforms, such as the Police Records Management Information System (PRMIS). Relevant, timely and comprehensive data would support decision-making by the national coordinating mechanism.

At a meeting of the NSC held in November 2023, Grenada's Government committed to sustaining the programme, as demonstrated by mainstreaming GRB.

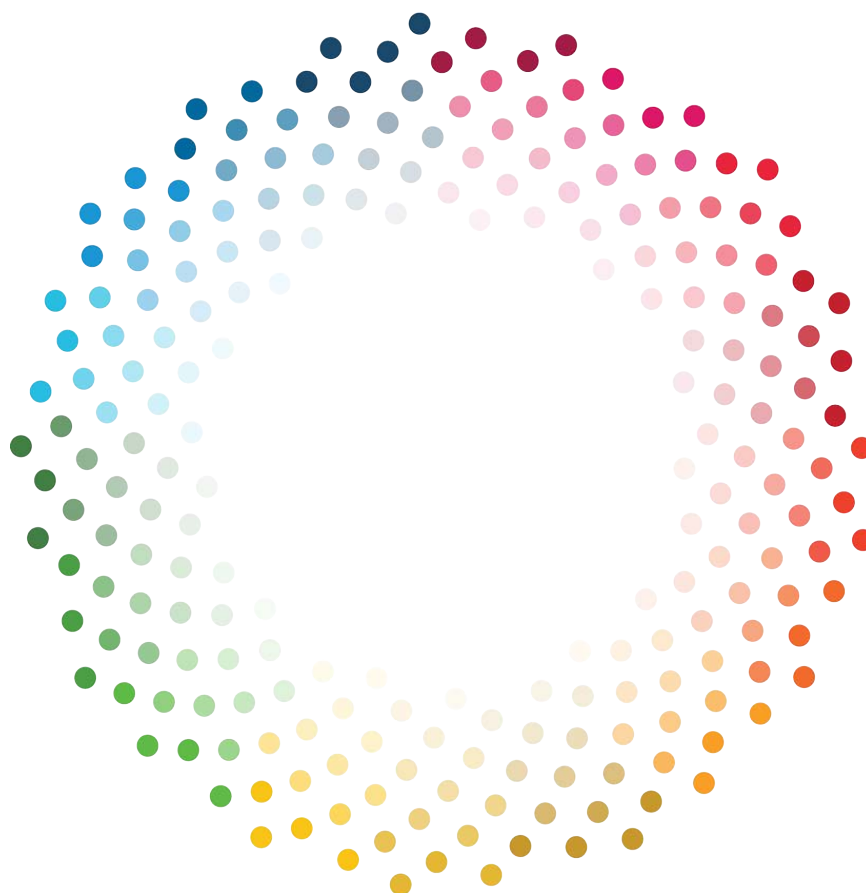
The UN partners agreed to develop a successor programme to continue working together to support Grenada in its continued pursuit of gender equality, women's empowerment and ending violence against women and girls, and the EUD committed to consider providing support based on availability of funds.

The UN Resident Coordinator would continue to play a coordinating role in supporting the UN Agencies to develop, implement and monitor the programme.

Therefore, there were assurances that the results of the Grenada Spotlight Initiative would be sustained, towards the vision that all women and girls in Grenada, Carriacou and Petite Martinique, including those most vulnerable, live a life free of intimate partner violence, sexual abuse and other forms of family and gender-based violence.

List of Annexes

- Annex A: Results Framework
- Annex B: Risk Matrix
- Annex C: CSO Engagement Report
- Annex D: Innovative, Promising or Good Practices Report
- Annex E: There is no Annex E for the Final Programme Report
- Annex F: Assets / Equipment / Major Supplies



Annex A: 2023 Results Framework

Outcome 1 Summary table

Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
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.	Legal age of Marriage				
	0.25	0.25	0.25	0	The laws governing marriage guarantee the same minimum age of marriage to both women and men, but the minimum age is 16, but with parental consent. Bills were drafted to increase the minimum age to 18. The Bills are being considered by the Government of Grenada.
	Parental Authority in Marriage				
	0	0	0	0	The relevant laws guarantee the same parental authority to women and men during marriage. No action was taken to reform those laws.
	Parental Authority in Divorce				
	0	0	0	0	The laws guarantee the same parental authority to women and men after divorce. However, the Programme drafted a Bill to address gaps in relation to the maintenance of children by their parents, whether the child is born in or out of wedlock.
	Inheritance rights of Widows				
	0	0	0	0	The laws guarantee the same inheritance rights to both widows and widowers. However, the programme drafted a Bill to provide inheritance rights to persons in cohabitational relationships.
	Inheritance rights of Daughters				
	0	0	0	0	The law guarantees the same inheritance rights to both daughters and sons. No action was taken to reform those laws.
Laws on Domestic Violence					
0.25	0	0	0	There is a Domestic Violence Act in Grenada, which is adequate, overall. In addition, there are regulations and mechanisms in place for its enforcement. However, a Bill was drafted to further improve the Act by expanding the categories of persons who can seek Protection Orders. The Government is considering the draft Bill.	
Laws on Rape					
0.25	0	0	0	There is specific legislation in place to address rape. Marital rape is included, there is no provision for the perpetrator to escape prosecution if they marry the victim and implementation is effectively enforced. However, a Bill was drafted to further improve the laws by: 1. increasing the maximum sentence for marital rape so it will be equal to other rape.	
Laws on Sexual Harassment					
0.75	0.25	0.25	0.25	0.25	A law was passed to address sexual harassment in the workplace (Revised Labour Relations Act 2015/16), but it was never implemented. There is further evidence that enactment and implementation of sexual harassment legislation is being planned. The Programme also drafted a Bill to prohibit sexual harassment in educational institutions.
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, M&E framework, Rights of all women & girls, Participatory Development	Evidence-based, M&E framework, Rights of all women & girls, Participatory Development	Evidence-based, Costed, M&E framework, Rights of all women & girls, Participatory Development	The National Gender Equality Policy and Action Plan (2014-2024) is in place. The Action Plan drafted earlier in the Programme that was meant to strengthen it needs significant revision and costing.
	Does not apply/ there is no plan	Evidence-based, M&E framework, Rights of all women & girls	Evidence-based, M&E framework, Rights of all women & girls	Does not apply/ there is no plan	A Resource Mobilisation Plan for the Cedars Home for Abused Women and their Children was developed. This result had not been listed as a target, but the programme developed one in response to the needs identified in the assessment completed under Pillar 4.
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Developed or Strengthened					
Indicator 1.1.1 Number of draft new and/or strengthened laws and/or policies on ending VAWG and/or gender equality and non-discrimination developed that respond to the rights of women and girls facing intersecting and multiple forms of discrimination and are in line with international HR standards, within the last year.	0	2	21	5	In total, 17 Bills and 3 Policies were drafted. These documents are being considered by the Government of Grenada. An initial draft Action Plan for the Gender Equality Policy and Action Plan was developed. Though the draft needs significant revision, the process has contributed to strengthening of the Policy.
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	19	4	The programme developed 4 new Bills and 2 new policies, as well as drafted 13 bills to strengthen existing legislation. They were all developed and/or reviewed in consultation with women's rights advocates and other civil society organisations.

Parliamentarians					In 2022, 78 duty bearers (staff members from health, policing, and social sectors of Government) that provide services to victims and survivors of GBV were sensitised to strengthen the policy on victims rights.
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	9	31	25	
	Women Parliamentarians				
	0	5	16	8	
	Human Rights Staff				
	0	13	110	10	
	Women Human Rights Staff				
	0	12	79	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.	1	1	2	2	The Action Plan that was revised needs further revision and costing. Does not apply

Outcome 2 Summary table

Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Coordination Mechanism?					
Indicator 2.1 Existence of a functioning regional, national and/or sub-national coordination and oversight mechanisms at the highest levels for addressing VAWG/HP that include representation from marginalized groups.	Yes	Yes	Yes	Yes	The national mechanism was approved by the Government, and arrangements are being made by the Ministry for it to be constituted.
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	High	High	Medium	
	Education				
	Low	High	High	Medium	
	Justice				
	Medium	High	High	Medium	
	Security				
	Medium	High	High	High	
	Social Services				
	Medium	High	High	High	
Culture					
	Low	Low	Low	Low	
Output Indicator					
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Indicator 2.1.2 Internal and external accountability mechanisms within relevant government institutions in place to monitor GEWE and VAW/HP.	Yes	Yes	Yes	Yes	
Indicator 2.1.5 Number of targeted national and sub-national training institutions for public servants that have integrated gender equality and VAWG into their curriculum, as per international standards.	0	0	4	4	GBV 101 Module was previously developed, and companion tools and related support materials prepared in 2023, but they have not been adopted by the training institutions.
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	23	114	232	
	Women Government Officials				
	0	15	89	0	
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	17	81	90	
	Women Government Officials				
	0	13	74	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	64	44	
	Women Government Officials				
	0	0	52	25	
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	11	66	35	GBV 101 Training

Indicator 2.2.1 Multi-stakeholder VAWG coordination mechanisms are established at the highest level and/or strengthened, and are composed of relevant stakeholders, with a clear mandate and governance structure and with annual work plans, within the last year.	There is no coordination mechanism	Composed of relevant stakeholders. With a clear mandate and governance structure	Composed of relevant stakeholders. With a clear mandate and governance structure	Established at the highest level, With clear mandate and governance structure. Composed of relevant stakeholders, With annual work plans	The Government has approved the formation of the National Coordinating Mechanism, stemming from the recommendations on National and Subnational Level Coordinating Mechanisms offered by the Programme. It is being constituted.
Indicator 2.2.2 Proportion of national and sub-national multi-stakeholder coordination mechanisms in place that include representatives of groups facing multiple and intersecting forms of discrimination.	0	2	5	3	
	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	13	15	No new GRB capacity building activities were held. The Government issued a Gender Budget Statement and instructed all Ministries and Departments to include gender-related statements in their strategic objectives and performance measures. The programme had targeted four (4) specific Ministries and Departments.
	Women Government Officials				
	0	0	11	0	

Outcome 3 Summary table

Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Indicator 3.1 Percentage of people who think it is justifiable for a man to (subject) beat his wife/intimate partner.	42%	42%	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.	5	4	13	8	
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
	In-School Programmes				
	0	145	155	940	
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.	In-School Programmes Girls	126	126	470	Teachers, guidance counsellors and principals received training on Child Friendly Schools and comprehensive sexuality education within the Health and Family Life Education curriculum in 2021-22. In addition, the online resource pack on comprehensive sexuality education for Health and Family Life Education Teachers and Guidance Counsellors was launched in 2022. Combined, this can potentially reach thousands of students, but the programme was not able to determine whether the training was applied or how many students benefited from them. The numbers reported represent the programmes on which the programme has data, including the Foundations Programme in TAMCC, students at PAM and participants from the Young Leaders and Rangers groups of the Girl Guides Association.
	In-School Programmes Boys	0	19	19	
	Out-of-School Programmes	0	163	494	
	Out-of-School Programmes Girls	0	102	188	
	Out-of-School Programmes Boys	0	61	306	
	0	61	306	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	285	474	400	
Indicator 3.2.2 Number of people reached by campaigns challenging harmful social norms and gender stereotyping, within the last year.	0	267,515	526,442	75,000	The numbers are higher than the population of Grenada because the campaigns reached people more than once and also reached audiences outside of Grenada, such as through social media.
	Total	0	47	300	
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.	Men	0	0	200	The partners that were engaged under phase 1 to implement programmes with men and boys did not seek further engagement in phase II. In addition, the complete Man-to-Man Programme (part of the Batterers Intervention Programme) was under review by the RUNO.
	Boys	0	0	38	
Indicator 3.2.5 Number of campaigns challenging harmful social norms and gender stereotyping, including of women and girls facing intersecting and multiple forms of discrimination, developed and disseminated during the past year.	3	8	17	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	4	4	5	The 4 civil society organisations agreed on one Memorandum of Understanding among themselves, to facilitate referral of clients for various services among the partners.
	EVAWG Policies including LNOB	0	4	4	

	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	271	352	175	These numbers include trainers for the UN Women Foundations programme, leaders of the Girl Guides Association, members of the private sector, community leaders in Carriacou, writers and others trained under Pillar 3. It also includes civil society advocates and activists whose capacities were built under Pillar 6 activities for strengthening WROs and CSOs.
	Women Decision Makers				
	0	239	299	90	

Outcome 4 Summary table

Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
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.	Women				
	698	736	2,668	3,210	The number of reports of physical and sexual violence fell below the number targeted, but is similar to the average number reported over previous periods. There is no data which the programme can use to analyse whether the number of reports reflect the number of incidents.
Girls					
	200	302	838	975	
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.	Reported				
	824	800	2,828	3,349	Data not yet been produced for 2023 but we can safely estimate that at least 200 GBV cases were brought to court.
Brought to Court					
	824	200	357	150	
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
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.	Developed				
	No	Yes	Yes	Yes	The Standard Operating Procedures for Gender Based Violence for Grenada was adopted in 2021, launched in 2022 and full implementation commenced in 2023.
Strengthened					
	No	Yes	Yes	Yes	Implementation of the Standard Operating Procedures for Gender Based Violence for Grenada was strengthened through training of service providers and retrofitting of additional spaces to facilitate delivery of survivor-centred services.
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.	Government Service Providers				
	0	279	496	50	The programme invested in building the capacity of service providers to deliver quality essential services. Training was conducted in crisis management, application of the SOPs and Victims' Rights Policy, customer service, case management, medico-legal responses, and general professional development. The most notable training activities were in the application of the SOPs, which was conducted in three cycles. In the first cycle (2022), participants from all sectors and civil society were introduced to the SOPs and the draft Victims' Rights Policy. The second cycle (2023) was conducted for senior personnel from each of the four sectors and for civil society. The third and final round of training (2023) was for service providers who operate in each of the six parishes of Grenada and on the smaller islands of Carriacou and Petite Martinique, building their knowledge to apply the SOPs in their work and to mainstream GBV response into the Multi-Sectoral Teams. Another notable training was for medical professionals, who developed skills in the clinical management of rape.
Women Government Service Providers					
	0	201	350	30	
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.	Women's Rights Organizations				
	0	1	7	5	A total of six civil society organisations were strengthened to deliver essential services. They are Legal Aid and Counselling Clinic, Grenada Planned Parenthood Association, Sweetwater Foundation, Grenada Ladypreneurs, GrenCHAP and Programme for Adolescent Mothers. While three of them report that they apply feminist principles and women's rights frameworks, none of them describe themselves as women's rights organisations.
	LNOB				
0	1	7	2		
Grassroots					
	0	0	0	1	
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.	Developed				
	Yes	Yes	Yes	Yes	
Strengthened					
	No	Yes	Yes	Yes	

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	a) Girls with ACCESS to ES				It is estimated that the entire population has access to the services. The estimated number of women and girls is reflected in the data provided by the Central Statistical Office.
	2,500	13,999	20,999	5,000	
	a) Women with ACCESS to ES				
	7,500	42,660	56,160	10,000	
b) Girls with Access to Recovery Services					
200	13,999	14,341	300		
b) Women with Access to Recovery Services					
100	42,660	43,222	300		
Strategies Designed					
Indicator 4.2.3 Existence of strategies for increasing the knowledge and access to services for women and girls, including groups facing multiple and intersecting forms of discrimination.	Yes	Yes	Yes	Yes	
	Strategies Designed that include LNOB				
	Yes	Yes	Yes	Yes	

Outcome 5 Summary table					
Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Prevalence					
Indicator 5.1 Existence of globally comparable data on the prevalence (and incidence, where appropriate) of VAWG/HP, collected over time	Yes	Yes	Yes	Yes	
	Incidence				
	Yes	Yes	Yes	Yes	
IPV					
Indicator 5.2 Existence of publicly available data, reported on a regular basis, on various forms of VAWG/HP (at least on intimate partner violence, non-partner sexual violence, family violence, harmful practices when relevant, and trafficking and femicide) at country level	No	No	No	Yes	Grenada Information System for Analysing and Facilitating Empowerment against Family Violence, Grenada InfoSAFE, a web-based system for the collection of harmonised administrative data, was developed and launched. InfoSAFE has to be activated, therefore, the data is not yet available.
	Femicide				
	No	Yes	Yes	Yes	
	Family Violence				
	No	Yes	Yes	Yes	
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Indicator 5.1.2 A system to collect administrative data on VAWG/HP, is in place and in line with international standards, across different sectors	Security, Social Services	Justice and Policing, Social services	Justice and Policing, Social services	Justice, Security, Social Services	Grenada Information System for Analysing and Facilitating Empowerment against Family Violence, Grenada InfoSAFE, was developed and launched.
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	9	18	20	
Government Personnel					
Indicator 5.2.3 Number of government personnel, including service providers, from different sectors with strengthened capacities on analysis and dissemination of prevalence and/or incidence data on VAWG, within the last year	0	47	72	42	
	Women Government Personnel				
	0	33	49	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	18	22	20	

Outcome 6 Summary table					
Outcome Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
Indicator 6.1 Number of women's rights organisations, autonomous social movements and relevant CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, increase their coordinated efforts to jointly advocate on ending VAWG	0	0	12	20	

Indicator 6.2 Extent to which there is an increased use of social accountability mechanisms by civil society in order to monitor and engage efforts to end VAWG	2	0	20	10	
Indicator 6.3 Number of women's rights organisations, autonomous social movements and CSOs, including those representing youth and groups facing multiple and intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG	0	24	46	30	
Output Indicator	Baseline	Results for Reporting Period (2023)	Cumulative	Target	Reporting Notes
	Youth				
Indicator 6.1.3 Number of CSOs representing youth and other groups facing multiple and intersecting forms of discrimination that are integrated with coalitions and networks of women's rights groups and civil society working on ending VAWG, within the last year.	3	1	8	5	Three CSOs developed a Memorandum of Understanding on delivering services to victims and survivors of GBV and two CSOs worked together to access and implement a grant under the programme.
	LNOB				
	6	5	19	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	31	56	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	0	14	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	30	54	15	



Spotlight Initiative

ANNEX B - FINAL PROGRAMME REPORT RISK MANAGEMENT REPORT

Country Programme / Regional Programme: **GRENADA COUNTRY PROGRAMME**

Reporting Period: **January 1, 2020 - December 31, 2023**

Instructions: Kindly note how your programme has managed all identified risks over its duration. Please also update the section on "Assumptions" at the bottom of the matrix, as necessary. **Please list the risks identified for the entirety of the programme in column A; column F should briefly note if the risk materialized (if it occurred during your programme's implementation); and column G should note how your programme mitigated/addressed the risk (or planned to address the risk).**

Risk Assessment			Risk Monitoring:		Did the risk occur?	Addressing the Risk:	Responsible Person/Unit
Risk	Likelihood:	Impact:	Periodicity	Source for monitoring	YES or NO If YES, please include a brief explanation of what happened	Please include the mitigating and/or adaptation measures planned for/taken	
Please include all risks planned for (or faced) over your programme's entire duration	Almost Certain – 5 Likely – 4 Possible – 3 Unlikely – 2 Rare – 1	Extreme – 5 Major – 4 Moderate – 3 Minor – 2 Insignificant – 1					
Contextual risks							
Natural hazard impacts such as a hurricane or extreme weather events could severely delay or halt project activities	3	5	Continuously	Media reports and Country Security Focal Point	Not in Grenada directly, but the programme was affected by events in neighbouring countries.	The UN Business Continuity Plan for Barbados and the Eastern Caribbean included the Programme Coordination and Implementation Unit. Through this mechanism, the Security Focal Point for Grenada provided information and managed those risks.	UNRCO and PCIU
Failed Constitutional Reform on the Rights and Freedoms Bill	1	1	Quarterly	National Policy Statements, local media	No	Government expressed commitment to gender equality and a rights-based approach, as demonstrated in priorities and actions, especially the naming of a Ministry for Gender Affairs. RUNOs have committed to build the capacity of CSOs, the National Gender Machinery so that they can continue to advocate, build and implement effective GEWE and EAWG programmes beyond Spotlight. The public is more sensitised to the problem of VAWG and is increasingly calling for actions to end it. Given the amount of time since the Referendum, this risk has reduced.	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU

Significant conservative discourse related to male marginalization, that men and boys as a group have been made vulnerable and marginalized as a result of women's progress.	3	3	Quarterly	Action Plans, materials being produced, discussions with stakeholders	No	The UN System continued to work with government and CSOs to sensitise all stakeholders that focus on FV, IPV and child sexual abuse, including programme beneficiaries and implementers. It aimed at improving the quality of life and the life chances for women and girls, and clarified that this does not mean that gains made to eliminate family-based VAWG and empower women and girls would result in marginalization and discrimination of men and boys. The Spotlight Guidance Note on Engaging Men and Boys was re-shared with relevant partners when necessary.	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU
Novel Coronavirus (COVID-19) Pandemic causes extended shut down and shift in priorities	4	3	Weekly	COVID-19 Dashboards and announcements of Regulations by the Governments of Barbados and Grenada. UN Updates	Yes, the pandemic affected the programme for about 2 years	The AWP was revised to include strategies for remote work by key partners and facilitate increased capacity to deliver online services and training; A COVID-19 Response Plan was developed and implemented	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU
International, Regional and/or national public health pandemics, epidemics or other international incidents could severely delay or halt project activities	2	4	Weekly	International media, UN Briefings	No	The UN business continuity plan was in place	UNRCO & PCIU
Political climate and upcoming general elections divert attention of decision-makers and Legislators away from legal and policy reform and other responses to EVAWG, or the results change the policy direction either towards or away from EVAWG, or cause a shift in decision-making architecture	5	3	Weekly	Grenada Government Information Service, Local Media	Yes, general elections were held in 2022	The programme paused consultations on and finalisation of the Phase II Proposal, ensuring that the Spotlight Programme was introduced to the new Government and that they were involved in the finalisation of the Phase II Proposal. The New Government gave support for the Programme and continued implementation of activities that started in the prior administration.	UNRCO, PCIU
Programmatic risks							
Project risks being inadequately financed, following its medium term review, and may require a reduction in the activities to be completed.	2	2	Quarterly	Programme Budget, Notice of approval of Phase 2	No	The programme received a favourable Mid-Term Assessment, noting specific areas for improvement. The Programme was selected for Phase II funding.	UN Women, UNDP, UNICEF, PAHO/WHO, UNRCO, PCIU
Reluctance of state institutions to share VAWG and family violence data generated	2	4	Quarterly	Partner Reports	No	National administrative data remains unavailable; however, no reluctance was observed regarding available data from institutions, nor of national prevalence data. A system for national administrative data was developed. It includes protocols for collecting, processing and disseminating data. Training was conducted 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.	UNDP, PCIU
Reluctance of CSOs to share detailed information on progress, provide evidence of implementation and results, and provide financial information.	4	4	Monthly	Partner Reports	No	Began one-on-one meetings and monitoring visits with Partners and Grantees; Recognised need to develop standard reporting tools suitable for specific indicators to be used by all programme partners and grantees. Tools were drafted.	RUNOs, PCIU

Compartmentalisation or division of tasks within and between Pillars implemented by government, CSOs and RUNOs challenge the cohesiveness of the Programme	4	3	Monthly	Programme monitoring	No	The agendas of the NSC and TCOC Meetings were reconsidered to foster greater interaction; common C4D messaging was developed; Joint Pillar Teams were formed for each Pillar; Some of the RUNOs used a collaborative approach to implementation	RUNOs, PCIU
Implementation readiness for January start date, especially for CSOs	4	4	Monthly	Partner Reports	Yes. The programme was launched in March 2020, not January, and preparation for implementation took several months, including recruitment of partners and personnel. Implementation of Phase II was also delayed.	This remained a risk in the context of low technical capacity to implement many activities. Strengthening the capacity of the Government, the women's movement and other civil society organisations was identified as a priority. Work with CSOs was undertaken especially in capacity building to help equip, enhance and retain the skills of CSOs and women's rights groups in Grenada so that they could adequately perform and implement their activities under the Project. Resources were also made available to assist where necessary to prevent further delays. Check-ins were done with awarded CSOs to get feedback and provide guidance on the way forward.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU
Resistance to messaging re gender equality, changing social norms, and vulnerable groups.	2	2	Continuously	Media monitoring	No	It was expected that these ingrained ideas will take a long time to change, but there was anecdotal indications of change towards reduced tolerance for VAWG. Activities were planned within all Pillars to address this resistance. The Joint Pillar Team for Pillar 3, supported by the Programme Team, developed communication for development (C4D) and social and behaviour change communication (SBCC) messaging to be applied across programming areas. The Programme supported partners in their messaging and targeting.	UN Women, PCIU
Capacity of CSOs involved in multiple programmes, activities, and/or communities.	5	5	Monthly	Monitoring Pillar 6 activities and CSO engagement in other Pillars	Yes, but steps were taken to mitigate the impact.	The programme management plan alerted managers of this problem, a strategy for mobilising and supporting WROs and CSOs was developed, and the AWP for Pillar 6 was modified to identify and help bridge the capacity gaps. A CSO Support Consultant was recruited to work with the CSOs.	UN Women, UNDP, UNICEF, PAHO/WHO
Small number of persons in-country with technical capacity in gender, GBV and human rights	5	4	Quarterly	Number of active organisations and individuals involved	Yes, but steps were taken to mitigate the impact.	The programme increased technical coherence activities; provided training to partners; and monitored quality and content of outputs by partners and consultants. The Programme also expanded both the CS-NRG and the TCOC to ensure more stakeholders had an opportunity to become involved in the programme.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU
Institutional risks							
Lengthy process of signing of Contracts and Agreements (or equivalent) by UN agencies, partners and relevant government institutions, including the Office of the Prime Minister, delaying commencement of project implementation	5	4	Monthly	Monitoring lapse between drafts and decisions	Yes, but steps were taken to mitigate the impact.	RUNOs utilised the processes with the shortest time frames to recruit partners for the programme, such as small grants and COVID-19 response processes. The programme became more strategic and reduced the number of consultants recruited. The Programme also advertised for Consultants and partners through direct means, and advertised in Grenada, while maintaining the principles of competition and transparency.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU

Time needed to operationalize the proposed information management system.	5	4	Monthly	Security, availability and accessibility of Programme records and other Information	Yes, but steps were taken to mitigate the impact.	Proposal for management of Programme records and other information was developed and tested, but could not be maintained. The programme reverted to the routine filing systems	PCIU, UN Women, UNRCO
Participation of government and development agencies (e.g. UN and EU) in the interim or National CSO reference group.	2	4	Quarterly	Attendance registers	No	The CS-NRG membership was per the guidelines, and consisted only of persons from the CSOs. Government did not attend any of the CS-NRG Meetings. UN Women participated in meetings to support the NRG, other RUNOs participated to provide information, when invited. The PCIU provided support. The agenda and outcomes of the meetings were directed by the CS-NRG.	PCIU, UNRCO
Too much time is used in governance and coordination involving the same people in several meetings, thus resulting in diminishing returns	4	3	Monthly	Numbers of various meetings planned, lists of invitees and attendees	No	The Programme differentiated duties and agendas of the various committees and teams; scheduled meetings in advance and provided adequate notices; and avoided frequent meetings with the same core individuals except with their consent	UNRCO, PCIU, UN Women, UNDP, UNICEF, PAHO/WHO

Fiduciary risks

CSOs may not have the institutional or absorptive capacities	5	4	Monthly	Reports from RUNOs, monitoring visits to CSO partners and grantees, number of WROs and CSOs that express interest but do not qualify for grants.	Yes, alternative processes were used	The Programme completed and shared the CSO mapping/assessment and refined its plans for capacity development; a strategy for engaging the CSOs was approved.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU
Government may not have the institutional or absorptive capacities to fully implement all of the components of the Programme that require State intervention in a timely manner or to sustain them over time.	5	5	Monthly	Reports from RUNOs, monitoring visits to Government partners. Ability of Government Agencies to enter into direct agreements with RUNOs.	Yes, alternative processes were used	The Programme undertook research for building/strengthening institutions at institutional and organisational levels. It also delivered training activities to strengthen capacity at the individual and organisational levels.	UN Women, UNDP, UNICEF, PAHO/WHO, PCIU

Assumptions:

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

Final Reporting - Annex C

Reporting Period: 1 January 2020 - 31 December 2023

Programme		Grenada																								
CSRG Budget		\$21,900																								
Region	Spotlight Programme	Outcome	Output	Name of Recipient UN Organization (RUNO) funding the CSO	Name of Civil Society Organization (CSO)	Type of CSO	Modality of Engagement	Total award amount (USD)	Out of the total amount awarded, how much has been disbursed to the CSO by 31 December 2022?	Is the award or part of the award being sub-granted/contracted to other CSOs?	If yes, what percentage of this award is planned for sub-granting or sub-contracting	What is the estimated planned number of sub-granted or sub-contracted CSOs?	What percentage of the Award is going to core institutional support to CSOs?	Is this CSO woman-led and/or a women's rights organization (WRO)/ feminist CSO?	Is the CSO a new or existing partner?	Vulnerable/ Marginalized Populations Supported by Award										
																Adolescent girls	Elderly women	Indigenous women and girls	LGBTQI persons	Sex workers	Migrant women and girls	Women and girls from ethnic minorities and/or religious minorities	Women and girls living with HIV/AIDS	Women and girls with disabilities	Rural women	Other marginalised groups relevant in national context
Caribbean	Grenada	3	Output3.1	UN WOMEN	Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency	National	Implementing partner (IP)	\$44,731	\$44,731	No	0%	0	5%	No	Existing	X	X		X	X			X	X	X	X
Caribbean	Grenada	3	Output3.2	UN WOMEN	Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency	National	Implementing partner (IP)	\$65,035	\$31,257	No	0%	0	15%	No	Existing	X	X		X	X			X	X	X	X
Caribbean	Grenada	3	Output3.2	UNICEF	Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency	National	Implementing partner (IP)	\$33,689	\$33,689	No	0%	0	0%	No	Existing	X	X						X	X		X
Caribbean	Grenada	3	Output3.2	UNICEF	Windward Islands Research and Education Foundation (WINDREF)	International	Implementing partner (IP)	\$38,000	\$38,000	No	0%	0	0%	No	Existing	X	X		X	X			X	X	X	X
Caribbean	Grenada	4	Output4.1	PAHO/WHO	Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency	National	Implementing partner (IP)	\$6,000	\$6,000	No	0%	0	90%	No	New	X	X		X	X			X	X	X	X
Caribbean	Grenada	4	Output4.1	PAHO/WHO	Sweetwater Foundation	International	Implementing partner (IP)	\$9,736	\$9,736	No	0%	0	75%	Yes	New	X								X	X	
Caribbean	Grenada	4	Output4.1	PAHO/WHO	Grenada Ladypreneurs - Our Women Succeed (GLOWS)	National	Implementing partner (IP)	\$13,358	\$13,358	No	0%	0	60%	Yes	New										X	X
Caribbean	Grenada	4	Output4.1	PAHO/WHO	Grenada Planned Parenthood Association (GPPA)	National	Implementing partner (IP)	\$42,185	\$42,185	No	0%	0	80%	Yes	New	X		X	X				X	X	X	X
Caribbean	Grenada	4	Output4.1	PAHO/WHO	GrenCHAP	National	Implementing partner (IP)	\$32,625	\$32,625	No	0%	0	50%	Yes	New			X	X				X			X
Caribbean	Grenada	5	Output5.2	UNDP	Rotary Club of Grenada	International	Implementing partner (IP)	\$61,000	\$21,000	No	0%	0	37%	No	New	X	X							X	X	X
Caribbean	Grenada	6	Output6.3	UN WOMEN	Grenada National Organisation of Women (GNOW)	National	Grantee	\$6,922	\$518	No	0%	0	100%	Yes	New	X	X							X	X	X
Caribbean	Grenada	6	Output6.3	UN WOMEN	Grenada Education and Development Programme (GRENEDEP)	Local and grassroots organizations	Grantee	\$4,963	\$4,963	No	0%	0	100%	Yes	Existing	X	X							X	X	X
Caribbean	Grenada	6	Output6.3	UN WOMEN	GrenCHAP	National	Grantee	\$5,000	\$5,000	No	0%	0	100%	Yes	Existing			X	X				X			X
Caribbean	Grenada	6	Output6.3	UN WOMEN	Beaton, Laura, La Femme and Bailles Bacolet (BLLB) Community Development Organisation	Local and grassroots organizations	Grantee	\$5,000	\$5,000	No	0%	0	100%	Yes	New	X									X	X
Caribbean	Grenada	6	Output6.3	UN WOMEN	Sweetwater Foundation	International	Grantee	\$7,007	\$7,007	No	0%	0	100%	Yes	New	X										X
Caribbean	Grenada	6	Output6.3	UN WOMEN	Grenada Education and Development Programme	Local and grassroots organizations	Grantee	\$6,919	\$556	No	0%	0	100%	Yes	Existing	X	X							X	X	X
Caribbean	Grenada	1	Output1.1	UNICEF	Windward Islands Research and Education Foundation (WINDREF)	International	Implementing partner (IP)	\$17,820	\$17,820	No	0%	0	9%	No	Existing	X			X						X	X
Caribbean	Grenada	1	Output1.1	UNICEF	Legal Aid and Counseling Clinic (LACC), an entity of Grenada Community Development Agency	National	Implementing partner (IP)	\$10,176	\$10,176	No	0%	0	0%	No	Existing	X	X		X	X			X	X	X	X



**Spotlight
Initiative**

SPOTLIGHT INITIATIVE

**INNOVATIVE, PROMISING OR GOOD PRACTICES AND KNOWLEDGE PRODUCTION
REPORTING TEMPLATE (ANNEX D)**

COUNTRY: GRENADA

REPORTING PERIOD: JANUARY 1, 2020 – DECEMBER 31, 2023



Section A: Innovative, Promising and Good Practices

Guidance and Template on Innovative, Promising and Good Practices

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

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

State of a practice: good practice or promising practice?

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

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

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

Definition of an Innovative Practice

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>





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.

³ Please refer to the "[Spotlight Initiative Guidance on Innovation](#)" for more information.





Title of the Innovative, Promising or Good Practice	Government provided high level national leadership
Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? (When did the activity begin? When will it be completed or is it ongoing?)	<p>The Government of Grenada played 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. The programme was developed in alignment with other ongoing government initiatives and policies, such as the Gender Equality Policy and Action Plan (GEPAP), and Government’s Public Service Delivery Agreement (2019) to strengthen interventions to combat Family Violence, including Intimate Partner Violence and Child Sexual Abuse. In addition, the outcomes of this initiative were identified as part of the National Sustainable Development Plan 2035, contributing to the national outcome for “a resilient, inclusive gender-sensitive and peaceful society”. Government also contributed to strategies and plans, such as acceleration plans, COVID-19 response plans and provided support for the participation of civil society.</p> <p>This was a good practice that contributed to the success of all six pillars of the Programme.</p> <p>During the period of the general elections and change of administration, the programme delayed completion of the Phase II proposal so it could engage the new Government. The new administration gave assurances of commitment and continuation of implementation, and the collaboration deepened.</p>
Objective of the practice: What were the goals of the activity?	<ol style="list-style-type: none"> 1. Ensuring national ownership and commitment to the Programme. 2. Ensuring that the Programme is relevant and responsive to the needs of the country. 3. Integration of the activities and results within the Ministries and Departments of the Government. 4. Preparation for sustainability of the interventions and outcomes.
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	<ul style="list-style-type: none"> - During the design stage, fifteen Ministers of Government participated in a high-level dialogue on the Grenada Spotlight Initiative. The Prime Minister, as the Minister for National Security, participated in the launch of the Programme, and the succeeding Prime Minister participated in the closing activity. - The Ministry responsible for Gender Affairs was the Lead Implementing Partner for the Grenada Spotlight Initiative, with the Division of Gender and Family Affairs which became the Ministry of Gender Affairs in 2022, being the National Gender Machinery (NGM), as the Technical Division responsible for the Programme. Therefore, the Minister of that Ministry was the Co-Chair of the National Steering Committee while the Permanent Secretary was the Co-Chair for the Technical Coherence and Operations Committee, and the Head of the NGM was the local Technical Coherence Lead. - Five Senior Government Officers at the Technical Level led Pillars 1-5 and serve as the counterparts to the Spotlight Technical Focal Points from the RUNOs. The Local Pillar Leads met several times throughout the programme as a Local Technical Committee, chaired by the Permanent Secretary for Social Development and Gender Affairs. After the change of administration, the committee was





Spotlight Initiative

	<p>expanded to include alternate pillar leads and other key Ministries. The Local Pillar Leads also established and Implementation Teams.</p> <ul style="list-style-type: none"> - Each Unit within the NGM led implementation of actions within the Programme. The Gender Based Violence Unit led Pillar 4 with PAHO/WHO. The Gender Based Violence Unit, supported by the Parenting Unit, led Pillar 3 with UN Women and UNICEF. The Gender Unit led actions under Pillar 2 with UNDP and UN Women and supported Policy development under Pillar 1 with UNICEF. - Other Ministries of Government also participated in governance and implementation. The Ministry of Legal Affairs – Office of the Attorney General – led the law reform actions in Pillar 1 with UNICEF and the Central Statistics Office led implementation of Pillar 5 with UNDP. - 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. Though challenges were faced with the operation of the entire Council, Gender Focal Points played critical roles, such as the Focal Point for Health, who served on the National Steering Committee and was the main focal point for health sector responses under Pillar 4. - Government assisted two of the RUNOs in mobilising and engaging women’s rights organisations and civil society organisations for their meaningful participation. As a result, sustainable partnerships between Government an CSOs were established and/or strengthened.
<p>What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.</p>	<p>Government engagement for national ownership was a good practice. It resulted in ensuring that the programme was relevant and responsive to the needs of the Grenadian people and that government leadership was strengthened, as the duty bearer.</p>
<p>What challenges were encountered and how were they overcome?</p>	<ol style="list-style-type: none"> 1. General elections and change of administration in 2022. 2. The programme team was required to devote time to provide guidance and support to the Government partners and to respond to scheduling and procedural requirements.
<p>Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?</p>	<ol style="list-style-type: none"> 1. This good practice strengthened the Government’s leadership as the duty bearer in addressing gender based and family violence. 2. It contributed to building the capacity of the NGM by: <ol style="list-style-type: none"> a. Supporting its coordinating function on matters of gender equality, including ending violence against women and girls. b. Providing experience to Local Pillar Leads and other personnel in results-based management. 3. High-level engagement ensured that there was national ownership and laid the way for sustainability of the interventions and outcomes as the activities and results can be integrated within the Ministries





	and Departments of the Government. The government maintained ownership and leadership of the programme throughout design, implementation and closure and, in the Budget Statement delivered to the Houses of Parliament in December 2023, the Minister for Finance, announced that Government has made provision for the continuation of this initiative from local resources.
Adaptable (Optional) <i>In what ways can this practice be adapted for future use?</i>	Take all steps to enlist national ownership and leadership of actions to sustain the programme and to develop and implement future programmes on EVAWG and GEWE.
Replicable/Scale-Up (Optional) <i>What are the possibilities of extending this practice more widely?</i>	Utilise similar strategies to develop, implement and govern transformational programmes and projects with Grenada and other Countries.
Sustainable <i>What is needed to make the practice sustainable?</i>	Dedicate time and human resources to engage the Government
Validated (for a good practice only): Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	<ul style="list-style-type: none"> - The Mid-term Assessment pointed out the relationship between Government engagement and national ownership and commitment. - The NSC Meeting held in November 2023 noted that Government's commitment contributed to the successes achieved by the programme.
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? <i>Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.</i>	Resident Coordinator for Barbados and the Eastern Caribbean Representative, UN Women MCO – Caribbean Representative, UNICEF Office for the Eastern Caribbean Area Resident Representative, UNDP Barbados and the Eastern Caribbean PAHO/WHO Representative, Barbados and the Eastern Caribbean Countries Permanent Secretary, Ministry of Social and Community Development, Housing and Gender Affairs





Title of the Innovative, Promising or Good Practice	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? (When did the activity begin? When will it be completed or is it ongoing?)	<p>The Programme facilitated the engagement of civil society from the design stage, which continued throughout implementation. Once formed, the CS-NRG was invited to participate in substantive ways, though with limited success. Challenges with engaging civil society were identified in the first year of implementation so a “Strategy for Mobilising and Supporting the Women’s Movement and Civil Society in Grenada through the Spotlight Initiative” was developed and approved, and different practical solutions were employed to build the capacity of the organisations and facilitate their access to funding.</p>
Objective of the practice: What were the goals of the activity?	<ol style="list-style-type: none"> 1. To promote meaningful civil society engagement. 2. To facilitate capacity development within the women’s movement and civil society.
Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.	<p>Women’s rights organisations (WROs), women-led organisations and other civil society organisations (CSOs) were meaningfully engaged through the following practices:</p> <ol style="list-style-type: none"> 1. Wide and repeated distribution of calls for proposals. 2. Meetings with potential applicants to introduce them to the opportunities for funding and holding workshops when calls for proposals were being issued. 3. Utilising simplified application processes under the small grants modality. 4. Conducting market research to develop a list of civil society organizations, including academic institutions and diversifying the CSOs that could be engaged in addressing EVAWG. 5. Inviting partnerships between registered CSOs that met the criteria and smaller ones. 6. Facilitating partnerships between CSOs and Government, in particular the Ministry of Gender Affairs, the Ministry of Youth and the Office of the Houses of Parliament. 7. Providing a CSO Support Consultant to provide ongoing assistance to CSOs for several months. 8. Conducting a 4-month CSO capacity building programme, in conjunction with the Guyana programme.
What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.	<p>It was a good practice because it demonstrates that the programme was responsive to the local situation, and it built partnerships with and among WROs and CSOs, and with Government entities. The programme recognised that civil society in Grenada was experiencing particular challenges and determined to intervene. In order to promote meaningful CSO engagement, a “Strategy for Mobilising and Supporting the Women’s Movement and Civil Society in Grenada through the Spotlight Initiative” was developed and approved, and the practical solutions listed above were employed. As a result, the number and range of WROs and CSOs engaged in the Programme continuously increased over time,</p>





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	for example, at the end of the first year, six (6) CSOs had received grants, and by the end of the programme, a total of twenty (20) CSOs had been supported by grant funding.
What challenges were encountered and how were they overcome?	<ol style="list-style-type: none"> 1. Engaging CSOs as implementing partners was not realistic for most of the CSOs in Grenada. Therefore, small grant modalities were more widely used. 2. Capacity gaps were identified and activities were implemented to address them, including training, provision of equipment, recruiting a Civil Society Support Consultant and increasing support during project implementation.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	As a result, at least forty-five (45) women's rights organisations and other civil society organisations received various forms of support. Twenty (20) of them received grants to implement activities and build capacity. Focus was placed on harnessing the leadership and coordinating roles WROs on the issues relating to ending violence against women. Organisations developed their capacity, mobilised their members and constituents, and gained visibility which would contribute to their long-term engagement.
Adaptable (Optional) <i>In what ways can this practice be adapted for future use?</i>	This practice can be adapted by selecting the appropriate practical solutions employed under this programme that can be used in specific situations. The 8 practical solutions included in the "Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative" were (1) Assess to understand and inform; (2) Modify grant application processes; (3) Support project development; (4) Provide technical support during implementation; (5) Expand the women's movement and CSO sector; (6) Provide comprehensive capacity development and institutional strengthening; (7) Pay attention to underserved areas, communities and groups; and (8) Facilitate coalition-building and networking.
Replicable/Scale-Up (Optional) <i>What are the possibilities of extending this practice more widely?</i>	Meaningful engagement of WROs and CSOs can be scaled up by continuing the capacity development programme and supporting WROs and relevant CSOs to become eligible to access and manage grants as implementing partners of various UN Agencies as well as access funding from other international funding agencies and development partners.
Sustainable <i>What is needed to make the practice sustainable?</i>	The engagement of the CS-NRG, women's movement and CSOs in these meaningful ways should continue to 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.
Validated (for a good practice only): Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?	This is a good practice because the number and range of WROs and CSOs increased. More importantly, organisations benefited, such as the Grenada Women Parliamentary Caucus and Soroptimist International of Grenada which were proud to receive their first grant from a development partner; Girl Guides Association of Grenada which was able to reengage its leaders and membership after COVID-19 pandemic and Grenada Planned Parenthood Association which reestablished its presence and expanded services.





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Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? *Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.*

Individual WROs and CSOs as listed in Annex C.
Resident Coordinator for Barbados and the Eastern Caribbean
Representative, UN Women MCO – Caribbean
Representative, UNICEF Office for the Eastern Caribbean Area
PAHO/WHO Representative, Barbados and the Eastern Caribbean Countries
Permanent Secretary, Ministry of Social and Community Development, Housing and Gender Affairs



<p>Title of the Innovative, Promising or Good Practice</p>	<p>Technical Coherence was supported by evidence and the normative framework</p>
<p>Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? (When did the activity begin? When will it be completed or is it ongoing?)</p>	<p>Using evidence and the normative framework to support technical coherence across all six pillars of the programme was a good practice. The international normative framework for GEWE, along with research conducted locally and relevant local laws, policies and action plans, set the basis for programme development and design, preparation of policies, communication materials, and so on. They were also used to bring the goals of ending violence against women and girls, achieving gender equality and empowering women to the national consciousness and secure government leadership/buy-in.</p> <p>Key reference materials from Grenada included the Women's Health and Life Experiences Study of 2018, the Gender Equality Policy and Action Plan (2014-24), the National Strategic Plan on GBV, the National Sustainable Development Plan (2020-35), and the Report by the Technical Working Group on VAWG (2018). From the international normative framework, the Essential Services Package on women and girls subjected to violence was the main reference, and Programme-specific reference was the Technical Guidance Note on the Six Pillars of Spotlight Theory of Change.</p>
<p>Objective of the practice: What were the goals of the activity?</p>	<ol style="list-style-type: none"> 1. To ensure that the programme, processes and products were technically sound and consistent with both international standards and local realities. 2. To integrate human rights and gender equality principles and goals.
<p>Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.</p>	<p>All persons involved in planning implementing and monitoring of programme activities, including technical focal points from the RUNOS, local pillar leads, civil society organizations and women's rights organizations.</p>
<p>What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.</p>	<p>This practice was both good and innovative. Technical coherence was a new function to be considered in joint programming. The Grenada Spotlight Initiative had to be innovative about how to apply it during implementation, by identifying and using key reference materials, as well as by developing processes and tools for applying the concept of technical coherence with different RUNOs, partners and consultants. To apply technical coherence, the programme did the following:</p> <ol style="list-style-type: none"> 1. Developed a list of the key reference materials, with links, which was provided to partners, grantees and consultants during induction activities and training. In addition, reference was made to them when reviewing draft proposals, plans and outputs, and when observing/monitoring activities during implementation of all Pillars. 2. Identified harmful social norms to be addressed by the programme. Partners and grantees were encouraged to use it to inform communication for development (C4D) activities in Pillar 3.



	<ol style="list-style-type: none"> Developed a Planning and Monitoring Tool that presented the results framework (indicators, targets and related programme activities) and included the gaps to be addressed (summary of situational analysis), solutions planned, and preparation for sustainability. This tool linked critical information to support RUNOs and partners in designing activities and monitoring progress in all Pillars.
What challenges were encountered and how were they overcome?	<ol style="list-style-type: none"> Limited funding did not permit the recruitment of a subject matter expert to perform this function specifically, so technical coherence was primarily carried out by the Programme Coordinator on behalf of UN Women, the Technical Coherence Lead for the Programme. The process was time-consuming, partly because of the comprehensive nature of the programme and the wide range of activities that were carried out, and also because of the limited technical capacity of the institutions and organizations that were involved in implementation, which sometimes resulted in several iterations of the same output. Technical coherence could not be consistently done in Phase II, given the intensity of activities within a short implementation period. Unfortunately, during programme implementation, the Government website was taken offline, so access to many of the local policies, laws and action plans became more limited. In response, the programme shared some of the materials as attachments, and some partners had hard copies for their use.
Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?	<ol style="list-style-type: none"> Technical coherence contributed to building synergies among outputs which led to more impactful results and helped to keep the activities and results of the programme aligned to the theories of change. It also allowed the Grenada Spotlight Initiative to contribute towards the larger outcomes of gender equality and women's empowerment.
Adaptable (Optional) <i>In what ways can this practice be adapted for future use?</i>	Greater emphasis should be given to ensuring that the partners, grantees and personnel are sufficiently apprised of the normative framework, research conducted locally and relevant local laws, policies and action plans, etc. before implementation of their activities starts, so that the framework and local knowledge can be well integrated, for example in training of trainers.
Replicable/Scale-Up (Optional) <i>What are the possibilities of extending this practice more widely?</i>	Assign/employ a subject matter expert to facilitate technical coherence in comprehensive programmes. The expert should be available throughout implementation and should also contribute to capacity development of partners and play a significant role in knowledge management, including knowledge sharing.
Sustainable <i>What is needed to make the practice sustainable?</i>	Finalize and share the knowledge products among all partners and stakeholders to be applied as they sustain the programme and, in addition, for use in future activities
Validated (for a good practice only): Has the practice been validated? Is there confirmation from beneficiaries/users that	This was a good practice because the programme was able to identify draft outputs from partners and consultants that were well aligned and address those that needed revision to bring them in alignment with the international normative framework and national realities.





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the practice properly addressed their needs and is there expert validation?	
Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? <i>Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.</i>	Resident Coordinator for Barbados and the Eastern Caribbean Representative, UN Women MCO – Caribbean



Title of the Innovative, Promising or Good Practice	The principle of “Leaving No One Behind” (LNOB) was well addressed
<p>Provide a description of the innovative, promising, or good practice. What pillars/principles of the Spotlight Initiative does it address? (When did the activity begin? When will it be completed or is it ongoing?)</p>	<p>LNOB was an important consideration throughout all six pillars of the programme, and early gains were made. However, gaps were identified when reviewing the programme’s performance for the development of the Phase II proposal, so the programme set out to define LNOB in the context of Grenada and determined that it included the following:</p> <ul style="list-style-type: none"> - Residents of Carriacou and Petite Martinique, the two permanently populated islands that are part of the State of Grenada. - Residents in rural communities, including those communities that are not easily accessible, thereby limiting residents’ access to services and participation in national programmes. Some of these communities may either increase vulnerabilities, contain systems of empowerment and resilience that could be emulated, or both. - Women and girls with multiple and intersecting forms of discrimination, including persons with disabilities, LGBTIQ populations, persons living in poverty, and so on.
<p>Objective of the practice: What were the goals of the activity?</p>	<p>To identify and reach segments of the population that were being excluded or were not sufficiently included.</p>
<p>Stakeholders involved: Who are the beneficiaries or target group of the practice? Describe how all relevant stakeholders were engaged.</p>	<p>The Government of Grenada, civil society organizations, and women’s rights organizations, who were partners, grantees and/or members of governance and implementation mechanisms were consulted to identify the LNOB groups for Grenada, and to develop and implement activities to reach them.</p>
<p>What makes this an innovative, promising, or good practice? Identify distinguishing feature(s) that make this an innovative, promising or a good practice in the efforts to EVAWG and/or in the context of the UNDS reform.</p>	<p>This was a good practice because it localized the principle of LNOB, ensuring inclusion of groups of people who were sometimes excluded within the Grenada context, including both people by geographic location and by group characteristics.</p>
<p>What challenges were encountered and how were they overcome?</p>	<p>Readiness of the government and civil society entities from areas not regularly included to engage and access grants. Therefore, the RUNOs did direct implementation and encouraged larger grantees and partners to do work in those areas.</p>
<p>Outputs and Impact: What have been the results thus far? Do they contribute to long-term impact?</p>	<p>Articulation of the LNOB categories brought awareness to the partners and led to greater focus on all categories during planning, implementation, monitoring and reporting. Residents of Carriacou and Petite Martinique were not left behind – they benefitted directly from training of service providers and community members, the clothesline project, parenting education, and the UN Women Foundations Programme. Women and girls facing multiple and intersecting forms of discrimination also benefitted though basic sign language training for service</p>



	<p>providers, materials presented in Braille, and community education activities for vulnerable and hidden populations. The CS-NRG included members who represent various LNOB groups, such as GrenCHAP and GNCD. The SOPs, policies and other guidelines also include provisions for LNOB, and the programme has reached out to women and girls in rural communities by supporting Government to decentralise GBV response services to its sub-offices and by bringing public education and communication for development activities to rural communities. In Phase II, representatives from the Government Ministry and CSOs in Carriacou and Petite Martinique were invited to join the Technical Coherence and Operations Committee (TCOC) and the Civil Society National Reference Group (CS-NRG) respectively – the Ministry accepted the invitation.</p>
<p>Adaptable (Optional) <i>In what ways can this practice be adapted for future use?</i></p>	<p>Name LNOB groups/categories when designing future programmes. Develop plans for how they will be engaged and identify how they will benefit from the programme.</p>
<p>Replicable/Scale-Up (Optional) <i>What are the possibilities of extending this practice more widely?</i></p>	<p>Capacity development of civil society and government entities from the geographic areas and within the communities of groups identified specifically as LNOB groups in Grenada, Carriacou and Petite Martinique.</p>
<p>Sustainable <i>What is needed to make the practice sustainable?</i></p>	<ol style="list-style-type: none"> 1. Maintain the services and prevention activities with the communities and areas identified. 2. Ensure that the Multi-sector Teams and National Coordinating Mechanism on GBV and FV address LNOB groups in their operations.
<p>Validated (for a good practice only): Has the practice been validated? Is there confirmation from beneficiaries/users that the practice properly addressed their needs and is there expert validation?</p>	<p>This is validated because the Government has identified Carriacou and Petite Martinique as needing priority attention in other UN programmes under the Country Implementation Plan as well as under local programmes. They have also stated strategies for economic and other development in the rural communities, such as by community tourism, and by removing disparities in the minimum wages based on location.</p>
<p>Additional details and contact information: Are there any other details that are important to know about the innovative, promising, or good practice? <i>Please provide contact details of a focal person for this practice as well as any additional materials including photos/videos.</i></p>	<p>Resident Coordinator for Barbados and the Eastern Caribbean Representative, UN Women MCO – Caribbean Representative, UNICEF Office for the Eastern Caribbean Area Resident Representative, UNDP Barbados and the Eastern Caribbean PAHO/WHO Representative, Barbados and the Eastern Caribbean Countries Permanent Secretary, Ministry of Social and Community Development, Housing and Gender Affairs Individual WROs and CSOs as listed in Annex C.</p>



Section B: Knowledge Production (since the beginning of the programme)

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

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
A Comparative Legal Gap Analysis of Laws in Grenada Relevant to Combatting and Ending Violence against Women and Girls	Assessment	The Analysis identified gaps in legislation that undermine national efforts to eradicate VAWG and are discordant with Grenada's obligations under international law to protect women and girls against gender-based violence and other forms of gender-based discrimination. It also made recommendations for law reform.	Completed in 2021, and published for local use in May 2022 on UNICEF website	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	https://www.unicef.org/easterncaribbean/reports/comparative-legal-gap-analysis-laws-grenada-relevant-combatting-and-ending-violence-again
Desk Review to Support Development of a GBV Victims' Rights Policy for Grenada	Assessment	The Desk Review examined and presented the relevant rights of GBV victims enshrined in the key human rights and GBV victims' rights documents, followed by an analysis of rights relevant for each GBV Essential Services sector in Grenada. It captured the dynamics and interrelationships of victims' rights within and across sectors to provide a comprehensive analysis to inform the development of the victims' rights policy.	Completed in 2021	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online
Desk Review of Standard Operating Procedures Addressing Gender Based Violence in Grenada	Assessment	An examination of SOPs, guidelines, protocols, manuals and/or tools that guide the implementation of the Essential Services Package in the health, social services, justice and police sectors and	Completed in 2020	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online





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Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
		assess their compliance with international agreed standards for the provision of quality services			
Rapid Situational Analysis of GBV Services in Grenada	Assessment	Analysis of essential services in the health sector, social services sector, police sector and justice sector for women and girls subjected to violence in the state of Grenada, Carriacou and Petite Martinique to inform plans for retrofitting and other upgrades	Completed	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online
Women's movement and civil society assessment in Grenada	Assessment	An assessment to guide the development of a strategic plan to build the women's movement and civil society in Grenada thereby supporting the internal capacity and development of women's rights organisations (WROs) and Civil Society Organizations (CSOs). It highlights capacity gaps among CSOs and their potential in advancing gender equality.	Completed	Programme designers	Not published online
Grenada: Gaps in Justice Sector Service Delivery and the Lived Experience of Survivors	Assessment	A KAPB (Knowledge, Attitudes, Practice and Behaviour) study that examined the legacy of colonialism in Grenada and its influence on the laws, culture and beliefs around gender-based violence; social norms, customs and practices that contribute to GBV in Grenada; user-experience including existing legal barriers to gender equity (legislative review) and the lived experience of survivors, accompanied by Case law analysis.	Completed	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online





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Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
		Recommendations were also presented.			
National Standard Operating Procedures for Gender Based Violence for Grenada	Policy	The SOPs provide guidelines to improve the quality and consistency of services for victims/survivors and to standardize the response to violence against women and girls. They also aim to improve partnership and coordination between the health, social services, police and justice sectors in Grenada, Carriacou and Petite Martinique.	Completed in 2021 and launched in 2022	Leaders and service providers in Government and civil society entities that provide services to survivors of GBV	Not published online
Gender-based violence victims'/survivors' rights policy for Grenada	Policy	Policy to guarantee support to victims and survivors of GBV for their healing and recovery, delivered in accordance with international human rights standards and best practice. It includes a chapter that delineates the accountability structures, transparency mechanisms, and the proper use of public authority to guarantee appropriate execution of services by service providers for survivors of VAWG and GBV within the state of Grenada, Carriacou and Petite Martinique.	Completed in 2023, but not submitted for Cabinet approval	<ul style="list-style-type: none"> • Decision-makers • Service providers • Public 	Not published online
Draft National Adolescent Health Policy	Policy	Fostering a sustainable health promoting environment for adolescent health, well-being, and development in Grenada, under seven thematic and priority policy areas: <ol style="list-style-type: none"> 1. Positive Development 2. Mental Health, Self-Harm, and Substance Use 	2023	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online





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Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
		3. Sexual and Reproductive Health and Rights, including HIV and other STIs, and Gender-based Violence 4. Non-Communicable Diseases, Nutrition and Physical Activity 5. Communicable Disease 6. Violence and Unintentional Injury 7. Emergency and Crisis Situations			
Report on the Proposed Structure of Grenada's National Gender Equality Commission and Operational Framework	Position Papers/Thematic Strategy Briefs	Recommendation for strengthening the National Gender Equality Management System	2023	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls Recommendations for Sexual Offences Reform	Position Papers/Thematic Strategy Briefs	Position Paper 2 addresses gaps related to: <ul style="list-style-type: none"> • Definition of legal concepts relevant to sexual offences • Sentencing for marital rape • Sexual harassment laws Handling of close-in-age adolescents who engage in de facto 'consensual' sexual activities.	Completed	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls Recommendations for Child Protection legal Reform	Position Papers/Thematic Strategy Briefs	Position Paper 1 addresses gaps related to: <ul style="list-style-type: none"> • Child marriage • The need for an age of autonomous consent of adolescents, to SRHR • The need to reintegrate pregnant adolescent mothers into formal education institutions 	Completed	<ul style="list-style-type: none"> • Policy makers • Participants in consultations 	Not published online





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Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
		<ul style="list-style-type: none"> The need to abolish the practice of corporal punishment in all settings Child Maintenance and Status of Children reform 			
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls Recommendations for Domestic Violence Reform	Position Papers/Thematic Strategy Briefs	Position Paper 3 addresses gaps related to enhancing existing protections and access under Domestic Violence legislation	Completed	<ul style="list-style-type: none"> Policy makers Participants in consultations 	Not published online
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls Recommendations for Family Law Reform	Position Papers/Thematic Strategy Briefs	Position Paper 4 addresses gaps related to the recognition of unions other than marriage	Completed	<ul style="list-style-type: none"> Policy makers Participants in consultations 	Not published online
Position paper on needed legislative reform to eradicate all forms of violence against Women and Girls Recommendations for Victim Rights Reform	Position Papers/Thematic Strategy Briefs	Position Paper 5 addresses gaps related to <ul style="list-style-type: none"> Sex Offender Registry legislation Victim' rights inclusive of protection Timeliness for criminal trials Protection for children witnesses 	Completed	<ul style="list-style-type: none"> Policy makers Participants in consultations 	Not published online
Position paper on re-integration of adolescent mothers into the Education System	Position Papers/Thematic Strategy Briefs	Position Paper to address gaps in education for adolescent mothers and discriminatory practices	Drafted but not tabled for approval	<ul style="list-style-type: none"> Policy makers Participants in consultations 	Not published online



Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
Final Report: National and Subnational Level Coordinating Mechanism	Position Paper	A report describing the coordinating mechanisms to be implemented at the national and subnational levels, to ensure that responses to VAWG in the tri-island state are more impactful. It includes an outline and description of what is involved relative to the working of these mechanisms are provided.	Completed in 2023	Decision makers	Not published online
GBV 101 Training Module	Capacity Development Module	Module and tools for integration into the curriculum of four (4) well-established public service training institutions	Completed	Trainers and Lecturers at the training institutions for nurses and other health care providers, teachers, police officers and social service providers	Not published online
Training Manual for Achieving Gender Equality by Ending Violence Against Women and Girls, Facilitating Gender Mainstreaming, and Fostering Safe Space Workplaces Training	Capacity Development Module	A resource to support organizations in achieving gender mainstreaming and creating safe spaces in the workplace by equipping them with the resources to develop and deliver evidence-based programmes that prevent and respond to VAWG.	Completed	Gender focal points, gender equality units, human resource departments of companies, and trade unions	Not published online
Spotlight Entrepreneurship Development Programme Entrepreneurship Manual	Capacity Development Module	A manual to be used by trained experts to introduce survivors of GBV to entrepreneurship	Completed December 6, 2021	Trainers of economic empowerment programmes	Not published online
Social Mobilization Strategy for Responding to Gender	Guidance note	Strategy to Guide Social Mobilization around the Role of Justice Service	Completed 2021	Programme designers	Not published online





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Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
Based and Family Violence		Providers as Duty Bearers in the Prevention of Gender and Family Based Violence			
Strategy for Mobilising and Supporting the Women's Movement and Civil Society in Grenada through the Spotlight Initiative	Guidance Note	This Strategy Paper identifies two central principles that would guide the Programme's engagement of women's rights organisations and civil society organisations. Eight (8) strategies would be applied with the aim of reaching the women's movement and relevant CSOs where they are, working with them to identify and address their challenges, and developing their capacity to become a strong and autonomous network of CSOs confronting EVAWG and advancing GEWE.	Approved by the Technical Coherence and Operations Committee in February 2022	Programme team of the Grenada Spotlight Initiative	Not published online
User Manual for Grenada InfoSAFE	Guidance Note	A web-based data collection system was developed to improve capacity for collection, reporting and analysis of administrative data on VAWG. The User Manual outlines the main guidelines, operations and schedules for the use and implementation of this system.	Completed	Decision-makers, managers and users of the data system	Not published online
Self-Care Toolkit and Guide to Professional Psychosocial Services in the NGO, Private Sector and State agencies in Grenada, Carriacou & Petite Martinique	Tool	Provides guidance on self-care for service providers	Completed	Service providers	Not published online





Spotlight Initiative

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
Frequently Asked Legal Questions	Tool	A tool to assist service providers with developing an understanding of the laws in relation to Protection Orders, Child Support, Divorce and Common Law Unions using “layman’ language”, so they can inform and advise survivors accordingly.	2022	Service providers	Not published online
Protecting Body & Mind Facilitator Guide	Tool	A manual for facilitators to use in conducting the protecting minds and bodies programme. Facilitators who use this guide will have competencies in facilitating behaviour change groups, and potentially they will be community and youth workers, educators and allied mental health professionals.	Completed and used, but not published	Facilitators of Programmes in a Community Library	Not published online
Family Violence and the Justice System Public Information Pamphlet	Brochure	A public information pamphlet providing information on legal rights to survivors and victims of FV and VAWG	Completed but not published	Public	Not published online
Emotional Abuse	Brochure	A public information brochure for public education	Published	Public	Not published online
Emotional Abuse bookmark	Brochure	A public information bookmark for public education	Published	Public	Not published online
Emotional Abuse Myths vs. Facts	Brochure	A public information brochure for public education	Published	Public	Not published online
Healthy Relationship	Brochure	A public information brochure for public education	Published	Public	Not published online





Spotlight Initiative

Title of Knowledge Product	Product type(s)* (Select from the list above. If other, please specify)	Brief Description & Purpose	Date completed/ published or expected to be	Target Audience (who is the intended audience of the product)	Link to Knowledge Product (if available)
Informational video on the warning signs for early detection of IPV	Video	Video to help users identify “red flags” that may signal whether an intimate relationship is at risk of being or becoming abusive.	Completed 2022	<ul style="list-style-type: none"> Public Service providers 	https://grenchap.org/2022/02/gender-based-violence-red-flags/
S-T-A-R campaign videos	Video	A set of four videos that encourage people to Stop, Take an deep breath, And Relax – which is a tool to prevent violence, including family and gender-based violence.	Published 2022	Public	STAR 1: Teacher: https://youtu.be/lmW Hdufy9ME STAR 2: Beach: https://youtu.be/X_nMbbhQW0E STAR 3: Family https://youtu.be/fwO0nOu_PnA STAR 4: Bus Stop: https://youtu.be/i7F5f utOGuw
Introduction to the Standard Operating Procedures for GBV for Grenada	Video	A video that summarizes key elements of the SOPs. It is intended to be used to sensitize service providers and the public of the SOPs.	Completed December 2022	Service providers	Not published online
Video on SOPs	Video	The video provides a comprehensive overview of the Standard Operating Procedure (SOP), featuring testimonials from key stakeholders	Published November 2023	<ul style="list-style-type: none"> Participants at the Knowledge Fair Public 	Not published online
30-second clips developed by students	Video	Male and female students from secondary schools, accompanied by teachers, developed six messages for campaigns to address GBV and sexual abuse, including reaching their peers and caregivers.	2023	Public	GBV Media Workshop - Short 30 Sec. Clips (google.com)



Spotlight Initiative

List of equipment / vehicles / remaining major supplies and its end-use upon completion of the Spotlight Initiative programme
Programme:



Grenada Spotlight Initiative

No.	Item description	Agency	Agency reference, if any	No. of units	Total cost in USD
Transferred to the Central Statistical Office in Grenada					
43211503E	Dell OptiPlex 3080 Micro 210 AVPN	UNDP		12	\$ 7,356.00
43211900E	Dell 24 video-conferencing Monitors	UNDP		12	\$ 2,700.00
43211501E	Dell PowerEdge T340 Server	UNDP		1	\$ 3,419.00
Total Central Statistical Office					\$ 13,475.00
Transferred to the Ministry of Social and Community Development, Housing and Gender Affairs (MSCDH&GA)					
Ministry of Social and Community development, Housing and Gender Affairs		New Nissan Urvan 2.5 16 seater passenger bus	UN Women	1	\$ 37,500.00
MSCDH&GA UN Women Subtotal					\$ 37,500.00
VIE-12122407	ViewSonic VA2759-SMH LED monitor 27" (27" viewable) 1920x1080 Full HD (1080p) IPS 250 cd/m 1000:1 7ms HDMI, VGA- speakers	UNDP		4	\$ 3,100.00
HP-W1A80A	HP Color Laser Jet Pro M479FDW MultiFunctional Printer 110 VOLTS Only	UNDP		1	\$ 2,950.00
QGE-B082WQVFB1	OgeeM USB C Hub, 12-in-1 USB C Laptop Docking Station 4K Triple Display Type C Adapter to Dual HDMI, VGA, 100W PD, Ethernet, Card Reader, USB-C Data Transfer	UNDP		4	\$ 1,260.00
LEN-20T20024US	Lenovo ThinkPad X13 Gen 1 20T2 Core i7 1051oU/1.8 GHz Win 10 Pro 64-bit 8GB RAM 512GB SSD 13.3" IPS touchscreen Bluetooth, Wi-Fi 6- black	UNDP		5	\$ 32,550.00
MSCDH&GA UNDP Subtotal					\$ 39,860.00
Ministry of Social and Community development, Housing and Gender Affairs		Laptop (Intel core i5 / i7 , 14-15 inch in size, 16 GB+ RAM, Wifi-ac, 128GB+ SSD, Windows 11 Pro 64 bit)	PAHO/WHO	2	\$ 2,995.00
Ministry of Social and Community development, Housing and Gender Affairs		Desktop Computers (Intel core i5 / i7 , 16GB+ RAM, Wifi-ac, 256GB hard disk, Windows 11 Pro 64 bit)	PAHO/WHO	1	\$ 1,497.50
Cedars Home for Abused Women and their Children		Laptop (Intel core i5 / i7 , 14-15 inch in size, 16 GB+ RAM, Wifi-ac, 128GB+ SSD, Windows 11 Pro 64 bit)	PAHO/WHO	2	\$ 2,995.00
Cedars Home for Abused Women and their Children		Desktop Computers (Intel core i5 / i7 , 16GB+ RAM, Wifi-ac, 256GB hard disk, Windows 11 Pro 64 bit)	PAHO/WHO	1	\$ 1,497.50
Cedars Homefor Abused Women and their Children		BA336 VISITOR plus folding bed	PAHO/WHO	1	\$ 4,511.85
		4001FA HP Laptop		2	
		4001EE Levono Laptop		2	
		4144FA Samsung Phone		6	
		HP Desktop Computer		1	
		4020006 Cannon Printer		1	
Gender Based Violence Unit		Oster Kettle	PAHO/WHO	1	\$ 2,275.93
		Gibson 7 pc set		1	
		Amazon coffee Table		2	
		TCL 40" CTV		1	
		Radio Shack TV bracket		1	
		Blue Smart Phone		1	
		Canon Pixma Printer		1	
		Canon Ink		4	
Gender Based Violence Unit		St11665 4 Drawer Cabinet NEV (26-452)	PAHO/WHO	1	\$ 1,270.30
Gender Based Violence Unit		HIGH BACK EXEC. CHAIR #10006 BK	PAHO/WHO	1	\$ 5,111.11
		HP Laptop 15.6" ENVY x360 15-ee1010nr		3	
		HP Color LaserJet Pro M283fdw Printer		1	
		Watson AC Power Extension Cord		1	
		15.6-Inch Laptop Bag		6	
		Logitech USB Headset H390		3	
		Wi-Fi Range Extender		1	
		USB 4 Port Hub		1	
Gender Based Violence Unit		Harmony 3-seater couch (spring back)	PAHO/WHO	1	\$ 1,569.75
		Harmony single chair (spring back)		2	
		Reece 2-seater couch		2	
Gender Based Violence Unit - Carriacou Sub-Station		Harmony 2-seater couch (SB)	PAHO/WHO	1	\$ 1,070.43
Gender Based Violence Unit - Carriacou Sub-Station		Harmony 3-seater couch(spring back)	PAHO/WHO	1	
Gender Based Violence Unit - Carriacou Sub-Station		MDC 48x30 S/P Desk	PAHO/WHO	1	\$ 2,797.43
		MDC 4 Drawer Cabinet		1	
		CHAIR MVL11870 BL20		2	
MSCDH&GA PAHO/WHO subtotal					\$ 27,591.80
Supreme Court of Grenada					
Vulnerable Witness Room - Court		Lenovo IdeaPad 3 14" Laptop, 8 GB Ram 512GB SSD Windows 10	PAHO/WHO	1	\$ 1,101.85
Vulnerable Witness Room - Court		TCL 55Inch Class 4 Series 4K Smart Television	PAHO/WHO	1	1062.96
Vulnerable Witness Room - Court		Logitech Group Video Conference System	PAHO/WHO	1	\$ 2,548.40
Vulnerable Witness Room - Court		Office enclosed table	PAHO/WHO	1	\$ 1,401.76
Vulnerable Witness Room - Court		Kanto MTM82PL Steel Frame TV Stand	PAHO/WHO	1	
Supreme Court of Grenada total					\$ 6,114.97
Royal Grenada Police Force (RGPF)					
Special Victims Unit		Black & Decker Kettle	PAHO/WHO	1	\$ 4,832.21
		HP Desk Top Computer @3379 Each		2	
		Motorola Smart Phone		1	
		Blue Smart Phones		3	
		Small Fridge		1	
Special Victims Unit		Filing Cabinet -4 Dr. Vertical -Metal -(MDC-UM)	PAHO/WHO	1	\$ 1,543.63
		Desk -48"x30"-Single Pedestal -Metal Frame Laminated Top		1	
		Desk -42"x27"-Single Pedestal -Metal Frame Laminated Top		1	
Special Victims Unit		TMP215-53-58YF Acer TravelMate	PAHO/WHO	1	\$ 1,286.79
		DLC-115BK CaseLogic Briefcase 15.6"		1	
		HP 664 Black		1	
		F8E262-BLK Belkin WaveRest Gel Mouse Pad Black		1	
		910-005003 Logitech M100 Optical Mouse		1	
RGPF SVU Total					\$ 7,662.63

Ministry of Health, Wellness and Religious Affairs					
Hospital Laboratories	ST12327 Folding metal chairs/buff for Adolescent Health Clinic	PAHO/WHO		20	\$ 1,015.00
Hospital Laboratories	Rape Detection Kits	PAHO/WHO		22	\$ 17,270.00
Hospital Laboratories	Gynecologic examination bed and LED examination lamp	PAHO/WHO		2	\$ 2,788.42
Hospital Laboratories	Medical supplies, instruments and tests for SRHR services	PAHO/WHO			\$ 12,997.66
Ministry of Health total					\$ 34,071.08
Government Equipment Grand Total					\$ 166,275.48
Transfers to CSO/WRO's					
Soroptimist International of Grenada	Lenovo ThinkPad E16 Gen 1 16" Touchscreen Notebook - WUXGA- 1920 x 1200 - Intel Core i5 13th Gen i5-1335U Deca-core (10 Core) 1.30 GHz. Viewsonic VA2747-MH 27" Monitor HP Color LaserJet Pro 4203dw printer laser 600 x dpi 33 ppm Logitech S150 Digital USB Speakers for PC USB 1.2 Watt (total) black Manhattan Superspeed USB 3.1 Hub APC APCP6B SurgeArrest Essential Surge protector, AC 120 V, Output Connectors: 6 charcoal.	UN Women		1	\$ 2,646.57
Caribbean Association for Youth Development	Microsoft Surface Pro 9,13" Touchscreen 2-in-1 Tablet,12th Gen Intel Core i5-1235U,Intel Iris Xe Graphics,8GB DDR5 RAM,512GB SSD, Windows 11h,Platinum QIX00001	UN Women		2	\$ 3,981.48
Programme for Adolescent Mothers	Whirlpool Gas stove	UN Women		1	\$ 4,335.18
	New Michael Book Case with Cupboard			1	
	Frigidaire 6 burner Gas Range			1	
	Black & Decker Kettles			2	
	Oster Planetary stand mixers			2	
	TCL 43" LED Smart 4K google TV			1	
	Black & Decker 12 Speed Blender			1	
Programme for Adolescent Mothers	enovo Idea Pad Inter core 15 8 GB memory 512 GB SSD			1	
Programme for Adolescent Mothers	Cribs 28x40x40	UN Women		10	4,833.33
UN Women CSO total					\$ 15,796.56
Soroptimist International of Grenada	Laptop - Notebook ThinkPad E14 Gen5	UNDP		1	\$ 815.00
	Projector - epson eb-992f 3lcd 4000lumen w	UNDP		1	\$ 714.00
Caribbean Association for Youth Development	Laptop - Notebook ThinkPad E14 Gen5	UNDP			\$ 815.00
	Projector - epson eb-992f 3lcd 4000lumen w	UNDP			\$ 714.00
Grenada Planned Parenthood Association	Laptop - Notebook ThinkPad E14 Gen5	UNDP		1	\$ 815.00
Grenada Education & Development Programme, GREDED	Laptop - Notebook ThinkPad E14 Gen5	UNDP		1	\$ 815.00
GrenCHAP	Laptop - Notebook ThinkPad E14 Gen5	UNDP		1	\$ 815.00
St. Andrew's Development Organisation	Laptop - Notebook ThinkPad E14 Gen5	UNDP		1	\$ 815.00
UNDP CSO total					\$ 6,318.00
Grenada Planned Parenthood Association	Commodities for mobile SRHR services	PAHO/WHO			\$ 7,407.41
PAHO/WHO CSO total					\$ 7,407.41
CSO Grand Total					\$ 29,521.97
Disposed at the end of item lifetime					
Subtotal					
<i>Add lines / sections as needed</i>					
Equipment Total					\$ 195,797.45